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MBA PROFESSIONAL REPORT

Private Military Industry Analysis:
Private and Public Companies

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December 2007

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**PRIVATE MILITARY INDUSTRY ANALYSIS:
PRIVATE AND PUBLIC COMPANIES**

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PRIVATE MILITARY INDUSTRY ANALYSIS: PRIVATE AND PUBLIC COMPANIES

ABSTRACT

Since the end of the Cold War, the Private Military Industry has skyrocketed. This study gathers, compiles and examines demographic and financial information on 585 private and public companies that operate in the Private Military Industry.

The demographic analysis reveals that an overwhelming majority of firms are privately held and offered no financial information. Firm inception dates are closely correlated with past and current world events. Majority of the private firms' founders have military or government backgrounds and are located in the United States and United Kingdom. Using Singer's and Avant's classification of the Private Military Industry, the study determines that most firms are not restricted to one classification as they operate in more than one arena. The analysis of public firms reveals that revenues and profits have been increasing steadily since 2003 as well as operating expenses, shrinking profit margins. The public firm analysis presents the financial relationships between the Initial Public Offerings, locations, and employee numbers to the success of the companies.

Overall this study and the analysis of the Private Military Firms offer insight into the prevalence of the Private Military Industry in the business world and how financially rewarding it can be.

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ABBREVIATIONS

Avg	Average
CIA	Central Intelligence Agency
CPI	Consumer Price Index
DoD	Department of Defense
FBI	Federal Bureau Investigation
GWOT	Global War on Terrorism
HQ	Headquarters
Inc.	Incorporated
IPO	Initial Public Offering
KBR	Kellogg Brown and Root
KSE	Kuwait Stock Exchange
LSE	London Stock Exchange
MBA	Masters of Business Administration
MPRI	Military Professional Resources Incorporated
NGO	Non-Government Organization
NPS	Naval Postgraduate School
NYSE	New York Stock Exchange
PMC	Private Military Company
PMF	Private Military Firm
PMI	Private Military Industry
SAS	Special Air Service
THB	Thompson Heath and Bond Group
TSE	Toronto Stock Exchange
UK	United Kingdom
US	United States

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I. INTRODUCTION

A. PRIVATE MILITARY INDUSTRY BACKGROUND

In his book *Peacekeepers, Inc.*, Peter Singer stated that in 2003 the Private Military Industry (PMI) had several hundred companies, operating in over 100 countries on six continents, and with over \$100 billion in annual global revenue.¹ In 2007, thanks chiefly to the Iraq War, the industry has significantly grown and has transformed what used to be small mercenary groups into (Private Military Companies (PMC), legally chartered companies and corporations. These PMCs are engaged in military operations across the spectrum of conflict.² This professional report explores the demographics of this industry, including but not limited to its capabilities, locations, founding background, and financial data specific to the public sector.

B. PURPOSE

There are two purposes of this Master of Business Administration (MBA) Professional Report: 1) to provide demographical information compiled in a database encompassing 585 firms in the PMI to aid governments, the international community, and others in making an informed decision regarding the use of PMCs; and 2) to assess the financial strength of participating public firms in the PMI.

¹ P. W. Singer, *Peacekeepers, Inc.* Hoover Institute (2003), 61.

² E. B. Smith, *The New Condottieri and US Policy: The Privatization of Conflict and its Implications*, Vol. 32 (Carlisle Barracks, Pa.: U.S. Army War College, 2002), 105.

The database supplies a vast amount of data in which only the most pertinent is included in the actual report. This report gives a brief analysis of the database and a financial analysis relating to the revenue levels for public firms in the PMI.

C. PROJECT QUESTIONS

This project tries to answer the following questions:

What are the basic demographics of the PMI to include key capabilities? What factors led to the current demographical status? Are the industry demographics likely to change?

After answering these questions, this project considers the financial status of the public portion of the PMI and attempts to answer the following questions:

How have revenues in the PMI changed over the course of history? When did these firms become publicly traded corporations? How do the demographics of the public companies affect annual revenues?

D. METHODOLOGY

The research methodology of this report consists of three main components. First, demographic statistics were compiled in a database of 585 PMCs. The next chapter analyzes the capabilities of the entire PMI. The last chapter focuses on the public sector of the industry analyzing the correlation between revenues, demographics and world events. The data recorded for all three components was gathered from a variety of sources including various

books, periodicals, individual PMC websites, public financial data sites, websites specific to the private military community and various online encyclopedias. The data is displayed in charts and graphs accompanied by written analysis including suppositions and logical conclusions.

1. Metrics Pertaining to Database

After analyzing the many different services offered by each company the need to combine capabilities became evident for comprehension and ease of data comparison. The capabilities were gathered from the companies' websites and other sources. Some questions that can be answered from this category include: 1) What is the make up of the industry related to the capabilities? And 2) Based on Peter Singer's and Deborah Avant's classifications, how many of the companies fall in each of these classifications.

a. Private/Public

This category shows the number of each type of company either public or private in the industry and the number of companies willing to share financial information with the public which may imply how lucrative the industry is. Due to world events (i.e. Iraq), investors may be more interested in these companies.

b. Nationality

This category dictates which country provided or hosted the majority of the PMCs in the world

c. *Location*

The location category gives the reader the sense of where these offices are established. Are the locations located near areas of less risk or near the most opportunistic areas for business growth? The location data depicts which companies take more risk by being located in the Area of Operation (AO). Also, which companies are located by the capital of their country (i.e. Washington D.C.), in close proximity to where the contracts would typically be awarded to the PMCs.

d. *Multiple Location*

This category displays if the company has expanded to the other continents or countries, which means hiring foreign employees and conversing in public affairs of other governments.

e. *Year Founded*

This category shows a trend in the growth of the industry throughout time, which can be related to world conflicts or events. Additionally, it can show the percentage of public and private companies entering the industry based on a timeline.

f. *Founder/Background*

This category shows the background of the founders (companies in some cases) of the companies' establishment and reason for entrance into the industry. The data also shows the number of the companies with founders that have military or government experience. It gives an idea of how much military or political experience played an important

role in the creation of Private Security Companies. Lastly, the data can be organized in a way where it shows how many companies were founded by individuals, groups, or parent companies.

g. Contact Information

This category shows how easily accessible the company can be contacted and the means of contacting the company via phone, email, or online (usually job applications).

h. Parent Company

This category displays the number of companies in the industry that have a parent company as opposed to a new start-up or stand-alone company.

i. Source/website

This category shows how many companies established websites available to the public and the best way to communicate with the company for information or employment opportunities. Other source sites were gathered and presented to validate other information populated in other categories.

j. Core Business and Capabilities

After analyzing the many different services offered by each company 1,346 unique capabilities emerged. For comprehension purposes and ease of data comparison, the capabilities were grouped according to Peter Singer's and Deborah Avant's classifications of PMCs. The capabilities were gathered from the companies' websites and other

sources. Some questions that can be answered from this category include: 1) What is the core capability? And 2) What is the make up of the industry related to the capabilities? For instance, how many are security based, support based, and so forth.

2. Limitations

a. Information

The scope of our research may be limited by the fact that some Private Military Firms (PMF)³ are privately held and do not release financial statements to the general public. Our research will not be all encompassing as we will only study the companies for which we were able to collect data.

b. References

Throughout our data gathering, at times some websites were down, under construction or being updated. The blank areas in the database means that the project group was unable to find any information related to these companies. Instead of discarding the company, the companies were kept to show that these companies did exist at some point in time. Because of these various website issues, future researchers should continually check the websites to ensure the collection of necessary data. Finally, the information gathered is only as correct as the information provided by the references.

³ The terms Private Military Company (PMC) and Private Military Firm (PMF) are interchangeable.

E. ORGANIZATION

Chapter I is an overview of this MBA Professional Report and lays out the roadmap of the research.

Chapter II provides a statistical and demographic analysis of our research on the private and public PMFs and the entire PMI.

Chapter III looks at the capabilities of the entire PMI using both Peter Singer's and Deborah Avant's classification of the PMI.

Chapter IV provides a detailed analysis of publicly traded PMFs. This chapter examines various relationships between revenues, expenses and profits.

Chapter V summarizes the findings and presents recommendations for further research and study.

F. BENEFITS OF PROJECT

The primary benefit of this report is to fully understand the demographics of the PMI and the profitability of the public sector. This study compiles an enormous amount of data on the industry in which there is no other comparable database to be found. The project provides a better understanding of the industry for future researchers as well as existing and prospective industry actors.

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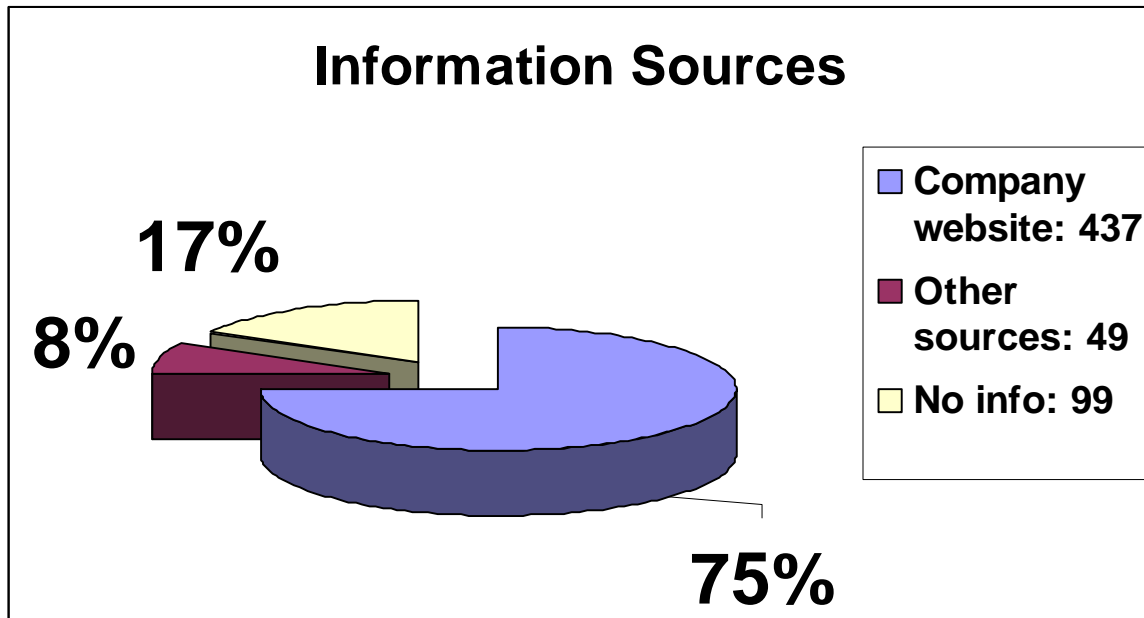
II. THE PRIVATE MILITARY INDUSTRY STATISTICAL AND DEMOGRAPHICAL DATA ANALYSIS

A. INFORMATION SOURCES

This category displays the source where the majority of the demographic information was collected, i.e. company websites, other sources such as books, periodicals, and additional websites. This data also represents the accessibility to these firms by the number of companies who have established websites available to the public. Most of the time these websites provide key company information such as history, services/capabilities, locations and the best way to communicate with the company for more information or employment opportunities. Many of the company websites also provide information about the founder, such as, their name and background.

Figure 1 illustrates 75% of the firms have their own website which are generally easy to find through different search engines, like Google and Yahoo. Other source sites such as Sourcewatch.org, Wikipedia, Answers.com, and several private military specific sites were used to gather data on 8% of the companies who had no formal website. The other 17% or 99 companies have no information available that fit the parameters of this study.

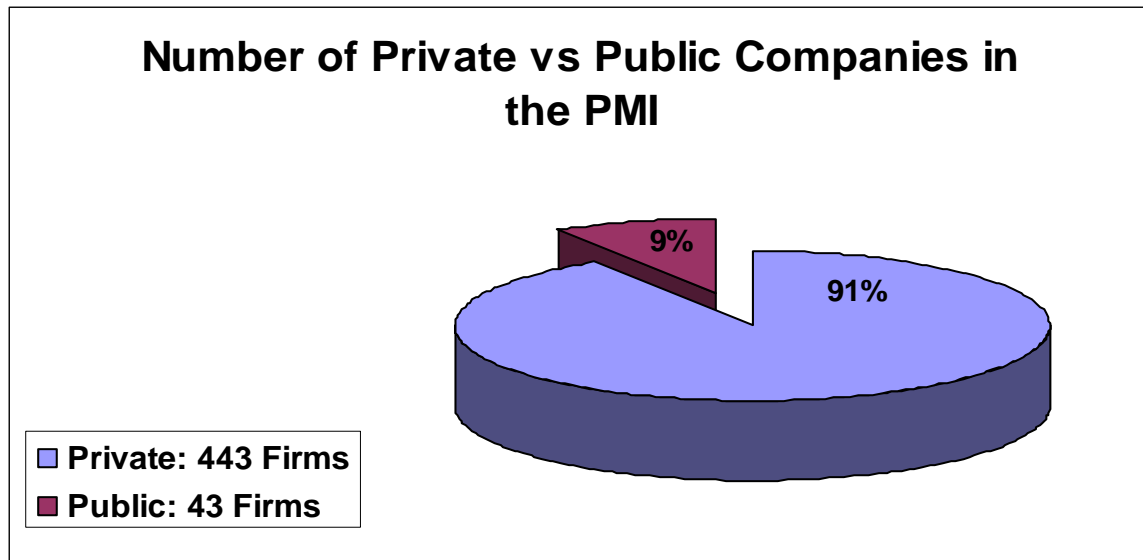
Figure 1. Information Sources.



B. PRIVATE COMPANIES VS. PUBLIC COMPANIES

The intent of this portion of the study is to show the percentage of each type of company, either public or private, in the industry and the number of companies willing to share financial information with the public which may imply how lucrative the industry is. Figure 2 reveals that of the 486 firms with information available only 9% of the companies in the PMI, at this point, have gone public. The public firms are discussed in detail later in this report.

Figure 2. Number of Private vs. Public Companies in the PMI.



Ninety-one percent of the 486 firms with information available remains private, in other words, unwilling to allow stockholders; in many cases these firms are unwilling to disclose financial data as well. Blackwater USA, for example, has been under scrutiny by Congress and has continually refused to reveal any financial statements after being repeatedly asked to provide them. These efforts along with their accounting practices and inflated contract submissions that have both been perceived to be questionable have attracted much negative media attention. According to the Nation (2006), a government audit of Blackwater USA, "...Blackwater included profit in its overhead and its total costs, which would result 'not only in a duplication of profit but a pyramiding of profit since in effect Blackwater is applying profit to profit.'"⁴ The audit also found that

⁴ J. Scahill, (2006b). *Mercenary jackpot*. Retrieved July 2007, from <http://www.thenation.com/doc/20060828/scahill>.

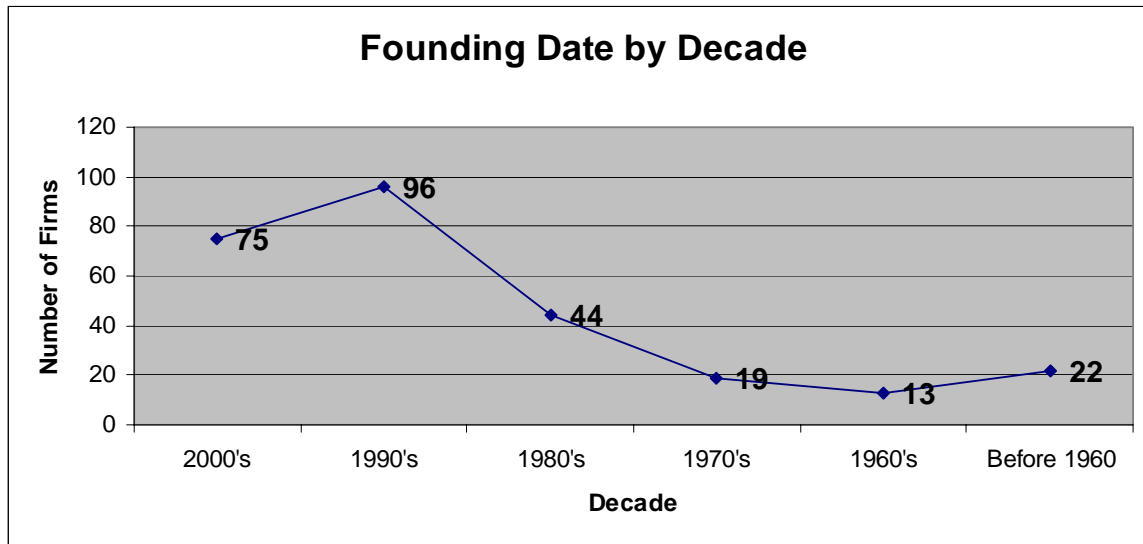
the company tried to inflate its profits by representing different Blackwater divisions as wholly separate companies. Many of the firms in the PMI feel it is in their best interest to keep their financial data and many other aspects of their operations secret, which may change as PMCs are being exploited by the press for unfortunate incidents in conflicts around the world.

C. COMPANY INCEPTION (DATE FOUNDED)

The founding dates of the firms in the PMI are interesting because they show a trend in the growth of the industry throughout time, which can be related to world conflicts or events, such as the Gulf War of the early 1990s or the Iraq War of present.

For the 269 firms with an available founding date, Figure 3 displays a timeline of the number of public and private companies entering the industry by decade beginning with the 1960's. The popularity of PMCs exploded in the 1990's with 96 firms founded. The reduction in forces during the Clinton administration created manpower holes in the United States Department of Defense (DoD) and contracting opportunities for the PMI. In fact, the total number of PMCs founded in the 1990s matched the total number of firms started any time before the 1990's. The year with the highest number of PMCs founded was 2003 with 19. This number can be directly related to the worldwide Global War on Terrorism (GWOT) followed by the beginning of the Iraq War. Finally, the 2000 decade is only partially completed, so the downward trend from the 1990s might reverse over the remaining years through 2010.

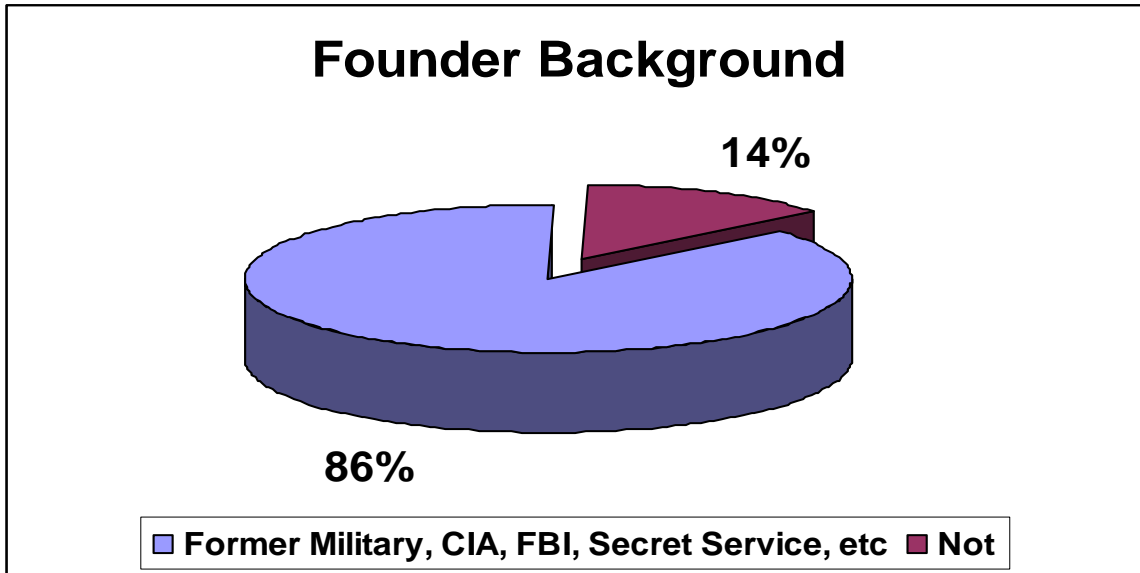
Figure 3. Company Founding Date by Decade.



D. FOUNDERS AND BACKGROUND

This data element of the report shows the background of the founders, whether or not they have prior military or other government experience, for instance, CIA, FBI, or Secret Service. The data in Figure 4 revealed 86% of the founders have prior military or government experience. The majority of those with prior military service are from the Special Forces branch, i.e. British SAS, Navy Seals, Delta Force, U.S. Army Rangers or Green Berets.

Figure 4. Founder Background.



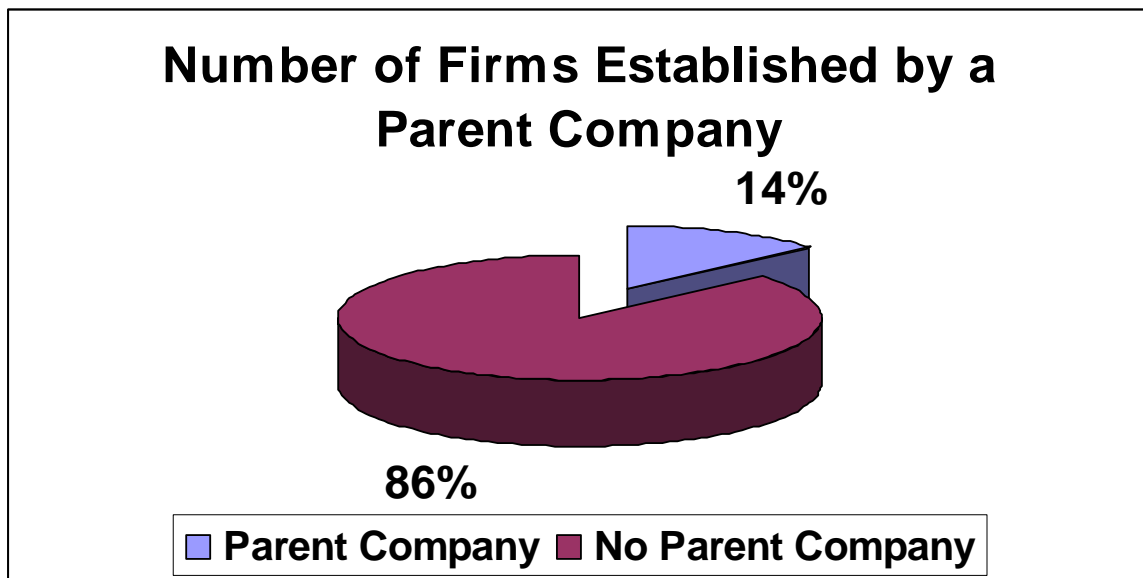
This overwhelming majority presents the idea of the important role military and government experience plays in the creation of PMCs. This experience helps catapult their firm into this industry in at least two important ways; intimate knowledge of military and government operations and social ties or contacts that may still exist from their former employment.

E. PARENT COMPANIES

Some firms in the industry have parent companies and some were started from scratch. Figure 5 displays the percentage of companies in the industry that have a parent company as opposed to a new start-up and/or stand-alone company. Surprisingly, only 14% of the industry has parent companies, many of which took advantage of the current PMC contract boom for Iraq and Afghanistan. The other 86% were either launched on their own accord or spun off and separated from a larger firm. Additionally, due to the

secretive nature of the business for some of the PMCs, specifically those specializing in services such as special operations augmentation or close protection security, many parent companies chose to use subsidiaries instead of their own title or name. They are not linking their good name with the global perception of a less respectful business, yet they are still able to take advantage of the high revenue industry.

Figure 5. Founder Background.



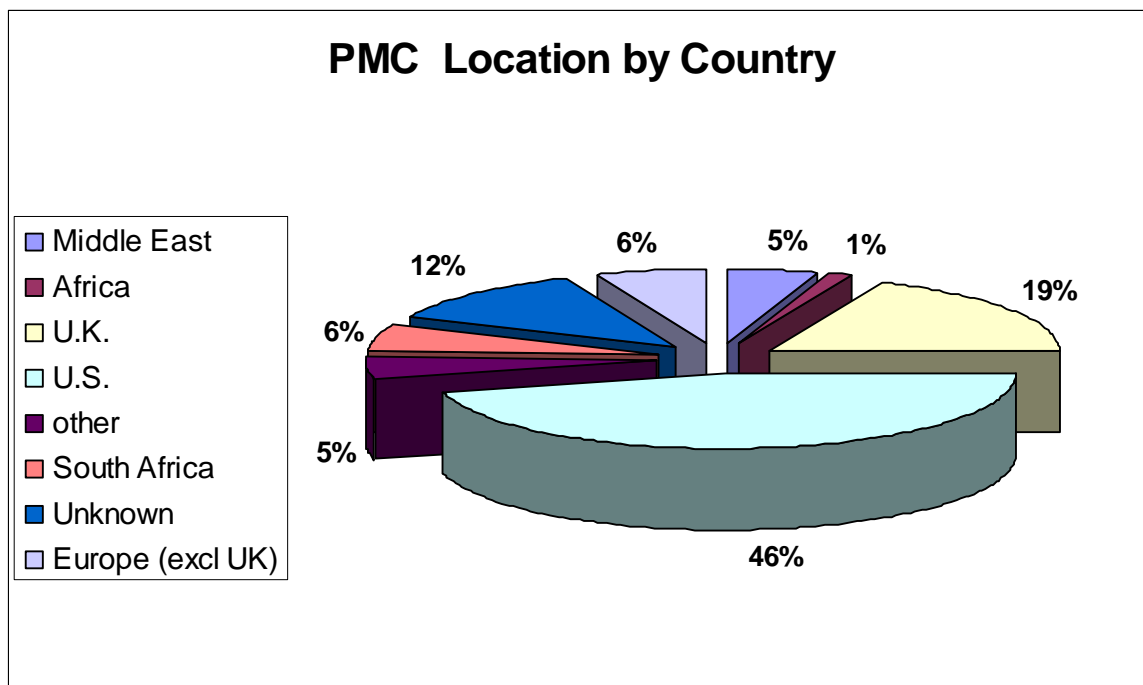
F. COMPANIES LOCATION BY COUNTRY

The location data gives a strong indication of what countries throughout the world that the majority of private military companies operate from. Figure 6 shows the preponderance of firms lie within the United States (US) at 46% and 19% in the United Kingdom (UK). These large percentages are chiefly due to the style of government and free market in their societies. Additionally, the US and UK militaries are stretched thin around the world. The private

sector has recognized this and jumped at the opportunity to provide their countries with the support they need.

Other categories in Figure 6 include: South Africa with 35 PMCs; the rest of Europe (excluding the UK) with 35 PMCs; the Middle East with 30 PMCs; and the 'Other' category with 28 PMCs that encompasses Canada, Australia, Central America and the Far East.

Figure 6. PMC Location by Country.



For a visualization of the industry throughout the world, Figure 7 shows a world map displaying the location of each PMF's headquarters. Since 46% of the companies are headquartered within the US, a US Map is displayed as Figure 8 for a more detailed location.

Figure 7. PMC Headquarter Locations--Worldwide.

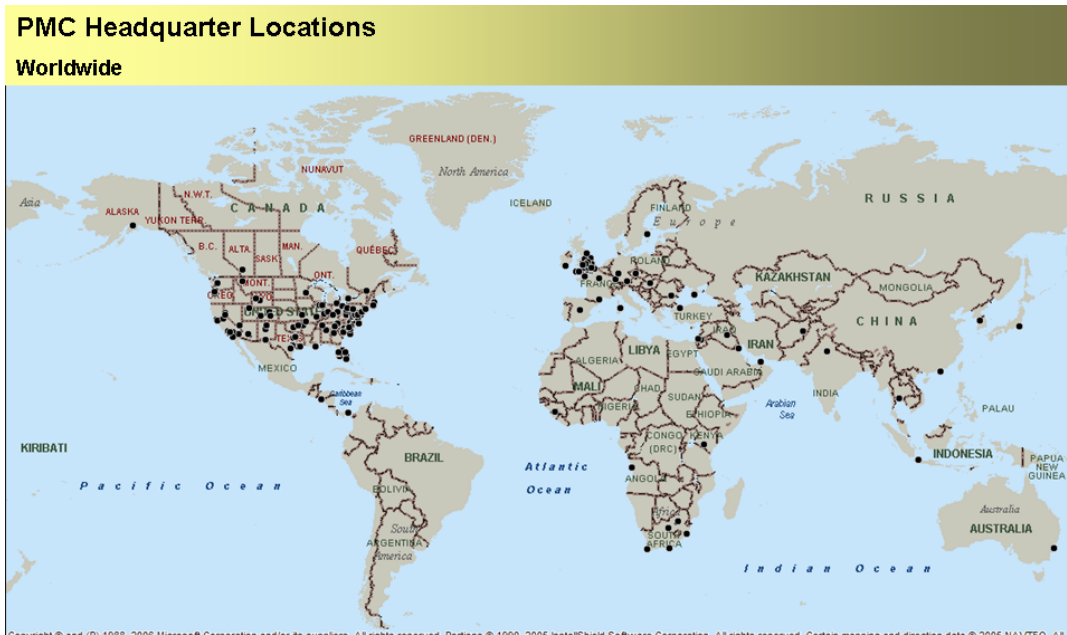


Figure 8. PMC Headquarters Locations--United States.

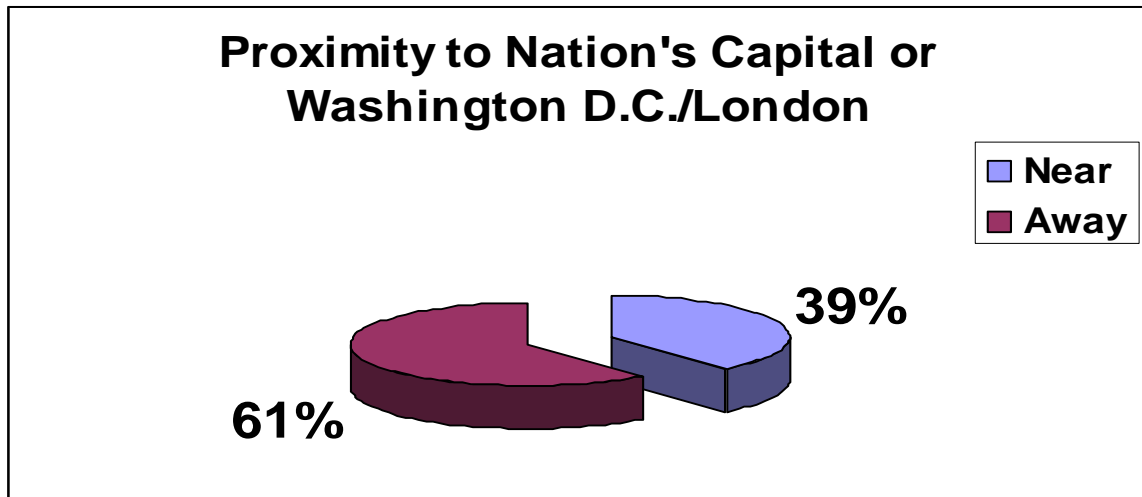


G. PROXIMITY OF COMPANIES LOCATION TO CAPITAL

A geographical analysis was accomplished as to how close the public firms are located to their country's own capital city or a capital city in a major market, such as London or Washington D.C. The intent of this metric is to demonstrate how many of the public firms gravitate toward capital cities where government contracts are perceived to be most prevalent. The assumption of this study is that the majority of the industry firms would have an office or headquarters (HQ) located near the capital cities.

The results were as follows (Figure 9): 248 out of 406 firms with available location data, or 61%, do not have a HQ or a satellite office located within 50 miles of their nation's capital or a foreign capital in a major market. It is a logical supposition that companies who rely on government contracts would gravitate toward these capital cities since most government activity takes place there. In the future, more PMCs could be drawn to these areas as the PMI remains profitable and continues to grow. To the contrary, it is possible that being near sources of government contracts does not matter. Perhaps it is the government contacts that really matter.

Figure 9. Proximity to Nation's Capital or Washington D.C./London.



H. STATISTICAL AND DEMOGRAPHICAL ANALYSIS SUMMARY

The statistical and demographical analysis completed during this study is a key component in understanding the PMI. Without this data the structure of the PMI would remain unclear. The scattered data sources were full of facts and numbers, but a conglomeration of this data could not be found.

The majority of the industry remains private, presumably due to the secretive nature of the business. In effect, only an extremely small percentage of firms have decided to become public corporations and disclose their annual reports. The large majority of the companies were founded by prior military members or those with other government experience after the conclusion of the Cold War Era.

Surprisingly, only a handful of existing firms in the same or other industry have thus far taken advantage of the

rapidly growing PMI by parenting a PMC. Almost half of the firms today are located and owned in the US and the UK holds the second most at 19%. Another interesting finding is that only slightly more than one third of the firms have a HQ or a satellite office located within 50 miles of their nation's capital or a foreign capital in a major market. One could surmise that a location near these areas could be good for business, which was proven true for the public sector shown in the next chapter.

The data gathered paints a picture of the PMI. The typical PMC can be described as a start-up private firm founded in the United States after the Cold War Era by prior military members, located more than 50 miles from Washington D.C. with a website providing company facts and contact information.

III. THE PRIVATE MILITARY INDUSTRY CAPABILITIES

A. CLASSIFYING THE INDUSTRY

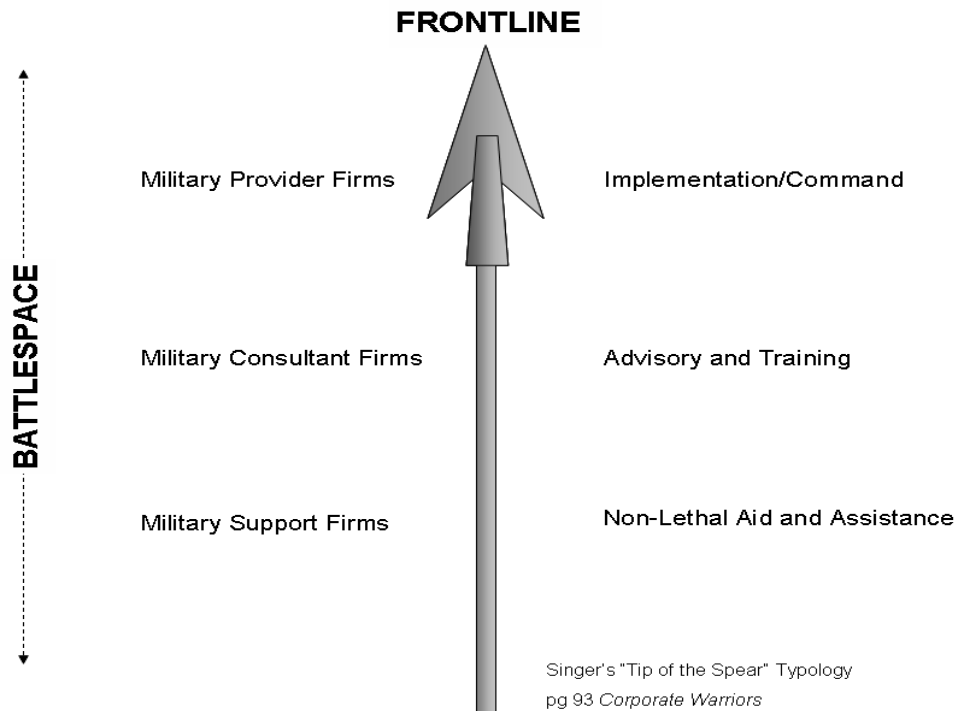
Over the years, firms operating in the PMI have been categorized many different ways. The most common classification is the "Tip of the Spear" typology popularized by Singer⁵. This typology is important for two reasons. First, classifying the firms makes an analysis easier by providing manageable and relevant groups. Second, the "Tip of the Spear" typology creates a linkage between military functions and the typical outsourcing firm's structure⁶. Outsourcing firms are typically categorized as service providers, consultants, or non-core service providers. In much the same fashion, the "Tip of the Spear" typology categorizes PMFs into three groups: (1) Military Provider Firms, (2) Military Consulting Firms, and (3) Military Support Firms. The groups are distinguished by their range of services and amount of force they are able to provide. By design, Military Provider Firms are those that are closest to the military action and therefore at the tip of the spear. They are either war fighters themselves or have command and control over war fighters. The second category, Military Consulting Firms, provides training and advice. Finally, Military Support Firms are responsible for

⁵ P. W. Singer. *Corporate Warriors: The Rise of the Privatized Military Industry*(Ithaca, NY: Cornell University Press, 2003).

⁶ P. W. Singer. *Corporate Warriors: The Rise of the Privatized Military Industry*(Ithaca, NY: Cornell University Press, 2003).

logistics, supply, technical support and intelligence. Figure 10 shows a graphical representation of the "Tip of the Spear" typology.

Figure 10. Singer's Typology.



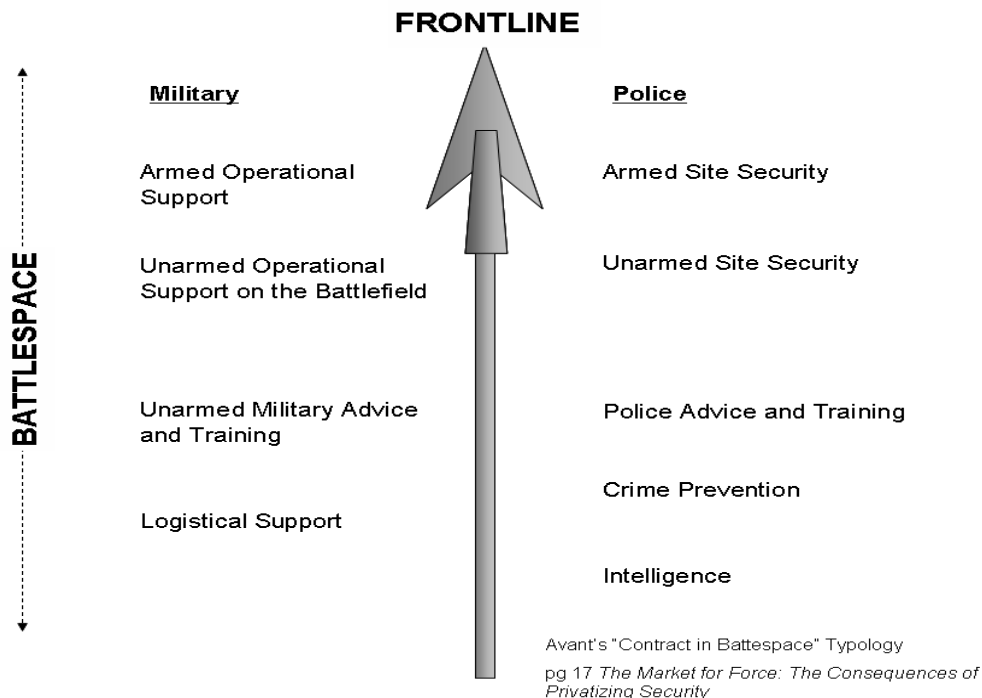
While it is logical and widely used, the "Tip of the Spear" typology is not a panacea. Singer himself describes the "Tip of the Spear" typology as a "conceptual framework"⁷ in which not every firm fits perfectly into one classification. There are many firms that operate in more than one arena. In an attempt to mitigate this problem, another classification of PMFs was developed by Deborah

⁷ P. W. Singer. *Corporate Warriors: The Rise of the Privatized Military Industry* (Ithaca, NY: Cornell University Press, 2003).

Avant. Rather than using type of service, Avant uses type of contract to classify the industry into five categories⁸: (1) Operational Support, (2) Military Training and Advice, (3) Logistical Support, (4) Site/Personal Security, and (5) Crime Prevention/Intelligence. Operational Support contracts are either armed, providing military operations, or unarmed, providing command and control services. Contracts in the second category, Military Training and Advice, provide consulting services and a wide variety of training. The Logistical Support contract category is the largest grouping, offering everything from administrative support to transport. The fourth and fifth categories, Site/Personal Security and Crime Prevention/Intelligence, fall into the policing end of the military function spectrum. Figure 11 offers a graphical depiction of Avant's classification in the framework of Singer's "Tip of the Spear" model.

⁸ Deborah D. Avant. *The Market for Force: The Consequences of Privatizing Security* (Cambridge, NY: Cambridge University Press, 2005).

Figure 11. Avant's "Contract in Battlespace" Topology.

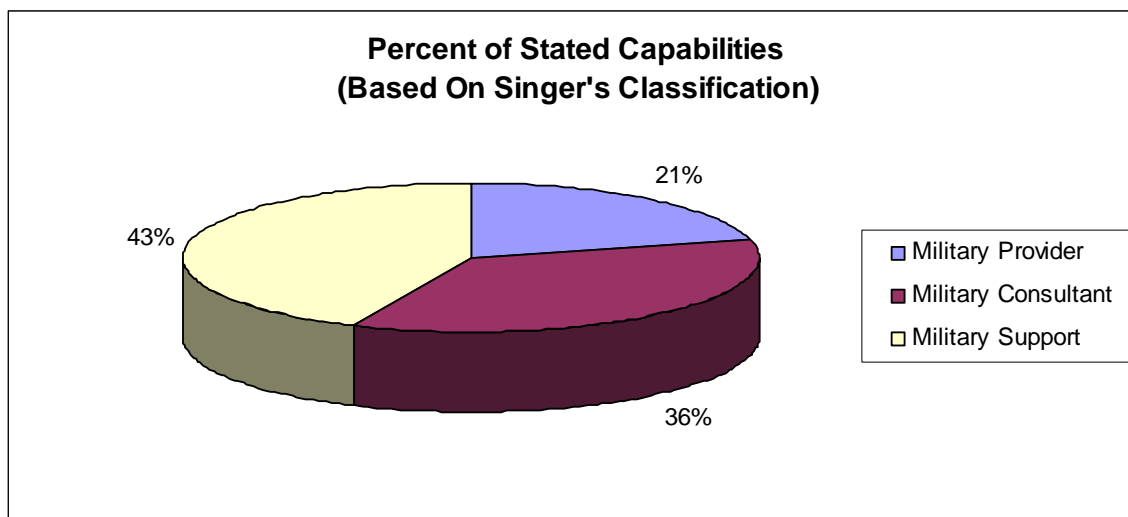


B. CAPABILITY DATA ANALYSIS

In researching the 585 PMFs, 399 firms had capabilities listed. The number of capabilities listed totaled 3,467 making 8.7 the average number of capabilities listed per company. Of these 3,467 listed capabilities, 2,121 were duplicates leaving 1,346 unique capabilities.

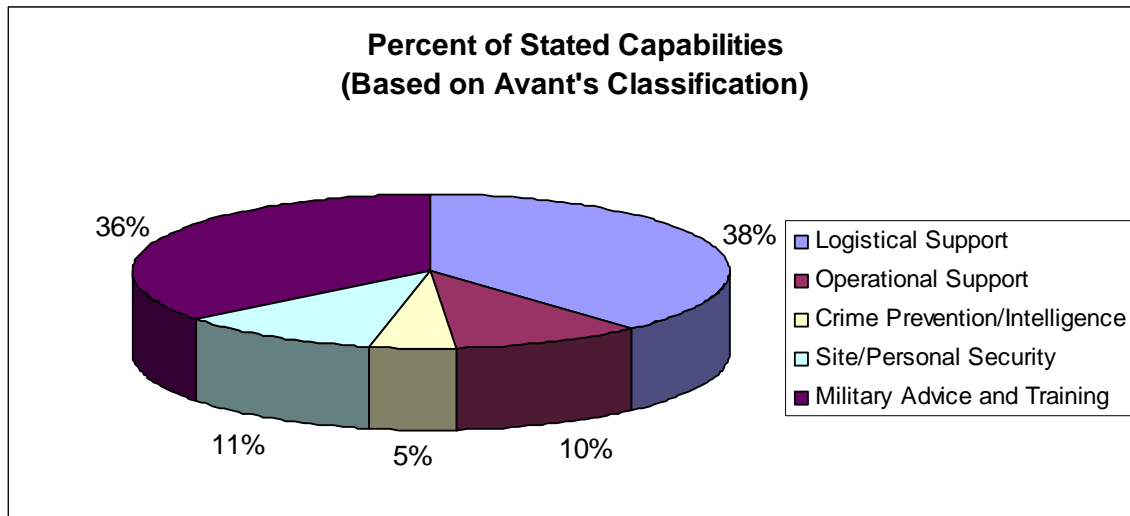
Using Singer's classification, 284 (21%) of the 1,346 unique capabilities fell into the Military Provider category. The second category, Military Consultant, had 480 (36%) of the capabilities and 582 (43%) of the capabilities fell into the Military Support category. Figure 12 shows a graphical depiction of the breakout.

Figure 12. Percent of Stated Capabilities—based on Singer's Classification.



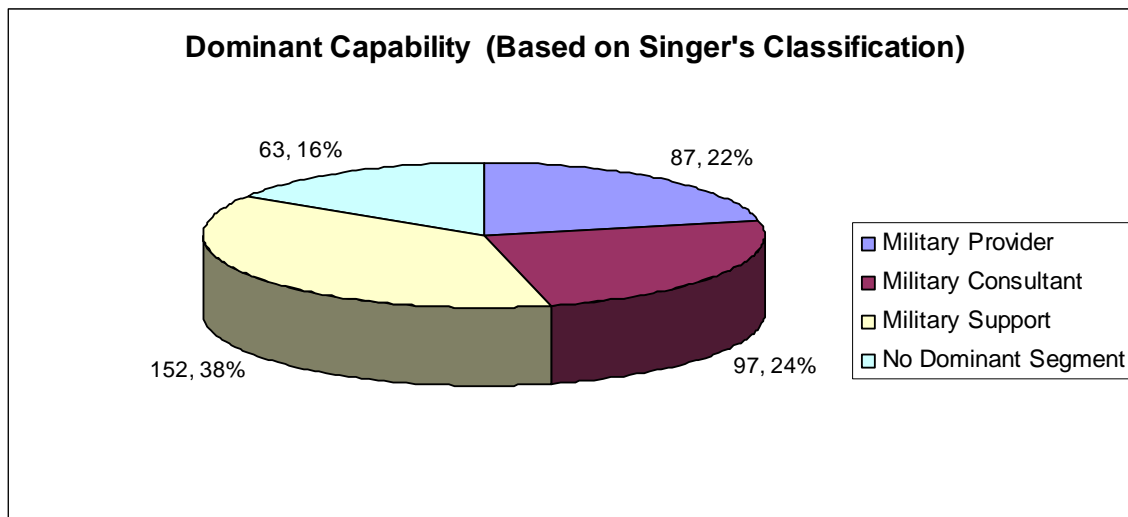
Using Avant's classification, 137 (10%) of the 1,346 unique capabilities fell into the Operational Support category. The Military Training and Advice category accounted for 480 (36%) of the capabilities and Logistical Support accounted for 516 (38%) of the capabilities. Of the remaining capabilities, 63 (5%) were categorized as Crime Prevention/Intelligence and 150 (11%) were categorized as Site/Personal Security. Figure 13 shows a graphical depiction of this breakout.

Figure 13. Percent of Stated Capabilities—based on Avant's Classification.



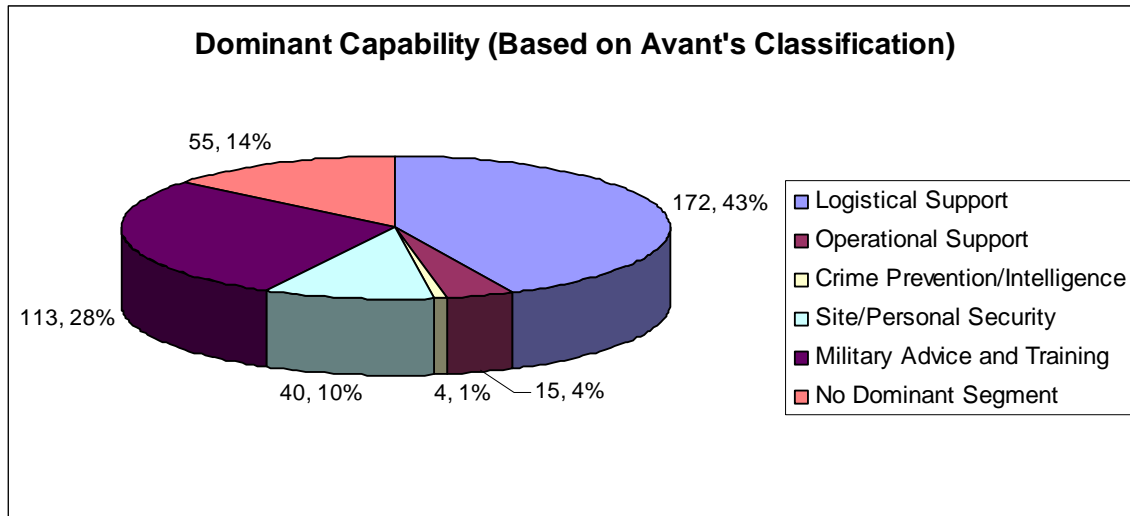
Another important analysis was determining which capability set was dominant for each of the 399 firms with listed capabilities. Following Singer's "Tip of the Spear" typology, 87 (22%) of the firms were predominantly Military Provider Firms. Ninety-seven (24%) of the firms were predominately Military Consultant. Another 152 firms (38%) were mainly Military Support. Sixty-three (16%) of the firms were not dominant in any particular capability set. Figure 14 shows a graphical representation of this data.

Figure 14. Dominant Capability Based on Singer's classification.



Using Avant's classifications, 172 (43%) of the firms were predominately Logistical Support. Fifteen firms (4%) were mainly Operational Support firms. Only four firms (1%) operated mainly in the Crime Prevention/Intelligence arena. Forty firms (10%) were predominately Site/Personal Security firms. In the Military Training and Advice segment, there are 113 firms (28%). Fifty-five firms (14%) did not have a dominant capability set. Figure 15 shows a graphical representation of this data.

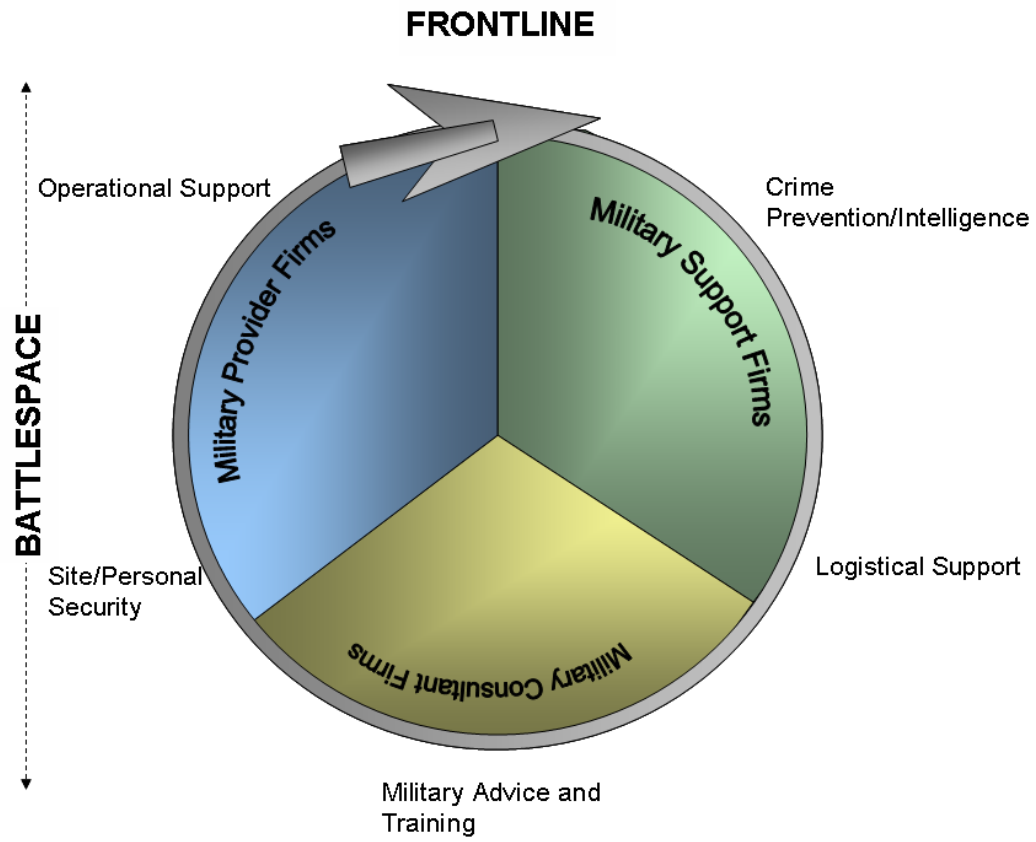
Figure 15. Dominant Capability Based on Avant's classification.



C. CAPABILITIES SUMMARY

Neither Singer's or Avant's classification systems work in all cases nor are they meant to. Both models serve their purpose and provide a conceptual framework for analysis. While the models hold true in some cases, roughly 81% of the 399 firms operate in more than one area. The data suggest that as the PMI expands, firms diversify to capture more of the growing market. Also, the data suggest there are a lot of overlapping capabilities and movement up and down the "spear". Figure 16 shows the revised Singer "Tip of the Spear" typology with Avant's classifications which incorporates this overlap and commingling of capabilities. Because of this diversification, firms constantly move between classifications and change where they operate in the battlespace. As the market expands and this trend continues, the distinction between types of firms will become more blurred.

Figure 16. Revised Tip of the Spear.



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IV. PUBLIC FIRMS FINANCIAL DATA ANALYSIS

A. OVERVIEW

There were 585 PMCs discovered during the research for this study, 43 of which are publicly traded on a stock exchange in either New York (NYSE), London (LSE), Toronto (TSE), or Kuwait (KSE). Most of the public company data were found using the same methods and sources as the private firms, therefore, the majority of the data elements are the same as the private firms, i.e. year founded, nationality, capabilities, etc. Data elements specifically related to the public companies were the number of employees for each company, the ticker symbol, the Initial Public Offering (IPO) date, and financial statements (income statement, balance sheet, and retained earnings).

The financial data collected on these companies were primarily derived from two worldwide financial data sources, Mergent online and Hoover's online. Additionally, the "Investor Relations" or the "Financial Information" section of each company's website was thoroughly searched. The majority of IPO dates came specifically from Yahoo Finance online.

The dollar values displayed have been converted to year 2006 dollars by using the Consumer Price Index (CPI) inflation calculator, which uses the average CPI for a given calendar year. This data represents changes in prices of all goods and services purchased for consumption by urban households.

1. Limitations

Some of the data targeted for collection were unattainable through the resources provided at Naval Postgraduate School (NPS). Of the 43 public companies, only 31 had complete data. The other 12 were missing at least one of the following data elements: founder, founder background, founding date, IPO date, or number of employees. The data analysis shown in this report is only a portion of the complete database provided under a separate electronic copy.

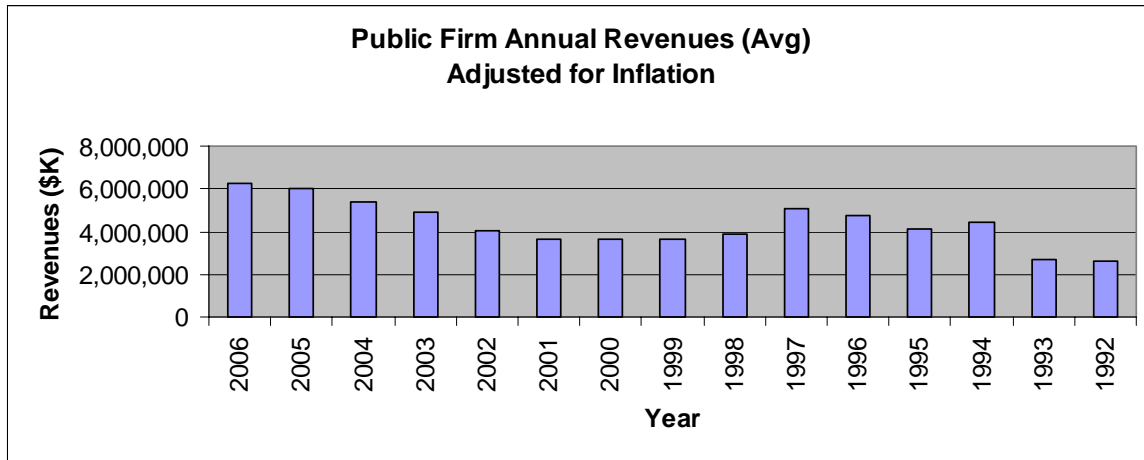
B. DATA ANALYSIS

1. Annual Revenues

For the purposes of this study the annual revenues were initially recorded by individual public company. The financial data for 11 of the 43 public firms listed no longer have any historical identity as they were each engulfed by an acquiring company. Therefore, their financial data is displayed within the parent company numbers. Using the sources listed above, information on three of the firms was simply unavailable.

The financial information obtained for the remaining 29 corporations ranges from 15 years of data to three years of data. Due to the disparity in the number of years of historical data, the average annual revenue from 1992 to 2006 was calculated in current or then-year dollars and displayed in Figure 17.

Figure 17. Public Firms Annual Revenues.

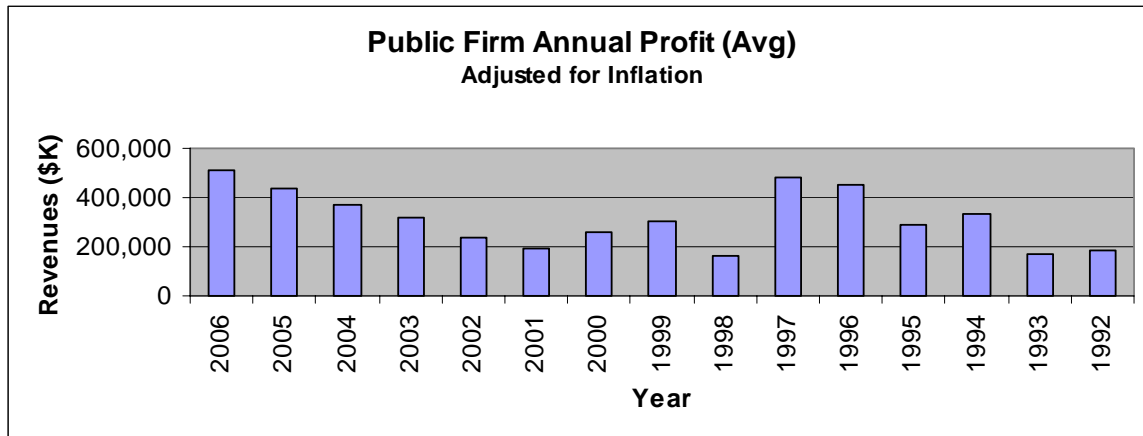


The hypothesis for this portion of the study is that through time, revenues in the PMI grew as conflicts around the world increased, i.e. the Iraq War, and western militaries diminished in size. By analyzing Figure 17, the average annual revenues only once reached \$5 billion between 1992 and 2000 and dropped to \$3.6 billion in 2000. After the events transpired on September 11, 2001 the amount of world conflict began to rise, hence the revenues in the PMI rose as well. In fact, from 2001 to 2006, the occurrence of the Iraq War and the GWOT caused industry revenues to increase by 58%.

2. Annual Profit

The profit analysis data was recorded and compiled in the same fashion as the revenue analysis data and displayed as an average annual profit in Figure 18. The numbers are based on the net profit before taxation and interest; in other words, operating income.

Figure 18. Public Firms Annual Profit.

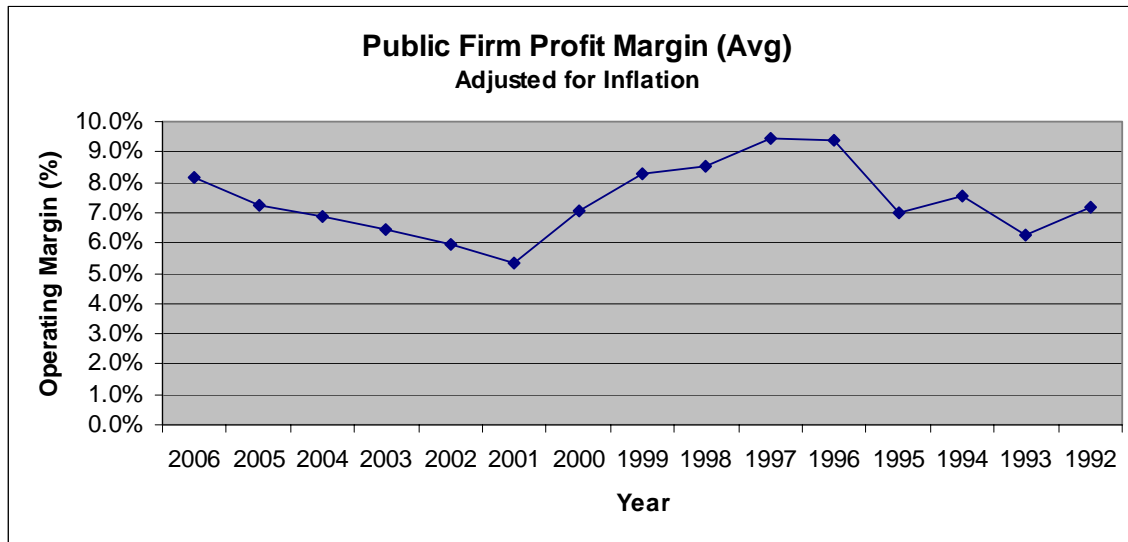


A similar trend was expected for the average annual profit as of the average annual revenues, which proved to be true after 2001. The profits were sporadic throughout the 1990s with no significant trend, yet it closely mirrored the average revenues. There was a decrease in 2001 presumably due to the dot com crash. In 2002, similar to the revenues, the profits began to rise at a vast rate by 39% from 2001 to 2006.

3. Profit Margin

Also displayed in graph form is the profit margin or operating margin. This data demonstrates the percentage of profit relative to the revenue. The expectation for the profit margin was the same as for the average annual revenues and the average annual profit, which may rise with the increase in world conflict.

Figure 19. Public Firms Profit Margin.



As shown in Figure 19, the profit margin analysis resulted in a much higher percentage throughout the 1990s, than after the year 2000, peaking in 1996 and 1997 possibly due to the events in Bosnia-Herzegovina and the continued western military draw down. The lower profit margin after 2001 suggests the cost of doing business has significantly increased in the PMI. This may very well be due to the necessity for military type assets in numerous areas around the world. Major expenses may include the overall increasing requirements of the PMI, such as more employees, facilities, equipment, supplies and transportation (the increasing distance the firms must travel to meet their client's needs).

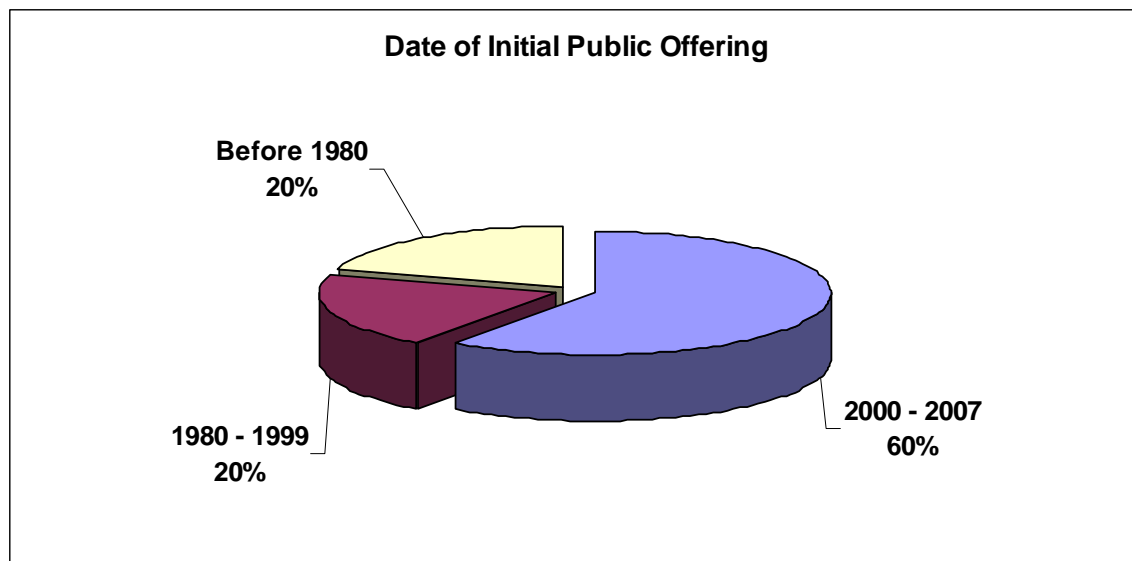
4. Initial Public Offering (IPO).

A firm's Initial Public Offering (IPO) is the first sale of stock sold to the public and signifies the transition from a private company to a public company. In

this study, the IPO for each company was recorded and combined with the other firms in the PMI to develop four statistical charts and graphs. The figures include the date of IPO, the company's status at the IPO, the average time after the firm's commencement to make the IPO, and a line graph depicting the year founded versus the IPO year for each individual public company.

The date of the IPO (Figure 20) was split into three categories: before 1980, 1980-1999, and 2000-2007. The expectation was that more companies would have their IPO in the most recent years due to the boom in the PMI at the turn of the century. This supposition proved to be true. In fact, 60% had their initial public offering from 2000 to 2007 and 20% for the other two categories respectively.

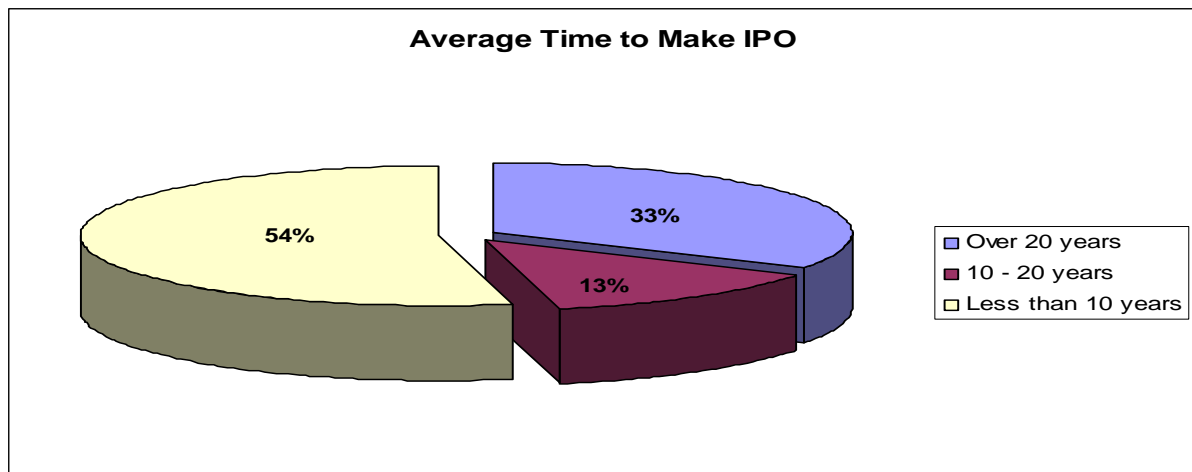
Figure 20. Date of Initial Public Offering (IPO).



Related to the date of the IPO is the amount of time it took the company to publicly trade after its inception. As

stated above, two separate graphs were used to display this data: the average time for a company to make its initial public offering by percentage of the industry (Figure 21) and a line graph comparing the year each individual company was founded versus the year of the IPO (Figure 22).

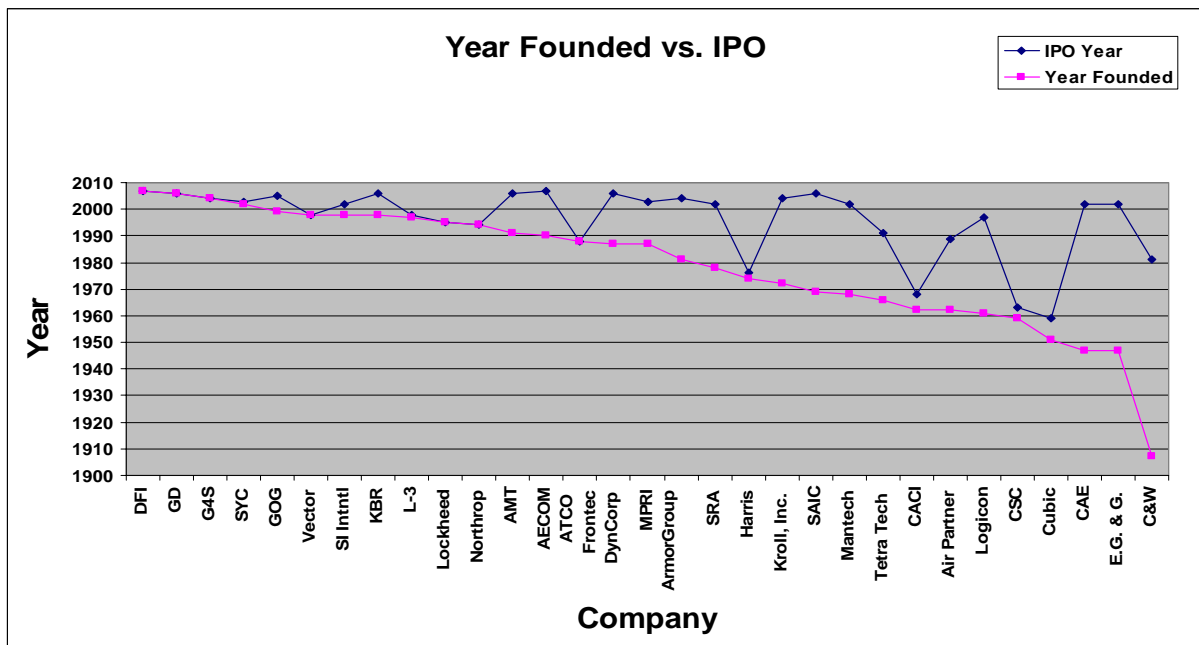
Figure 21. Average Time to Make IPO.



Three categories were used to depict the percentage related to the average time for a company in the PMI to become public: less than 10 years, 10-20 years, and over 20 years. The results were somewhat surprising: 54% of the companies studied became public within 10 years of inception, 33% over 20 years, and only 13% fell between 10 and 20 years. The detailed data behind these results can be viewed on Figure 22 comparing founding date to IPO date for each company. The founding years of the public companies tend to fall either within the last 10 years such as Group 4 Securicor and SI International, or over 20 years ago like Kroll or Harris Corporation, and one corporation, Cable and Wireless, was actually founded 100 years ago. The majority

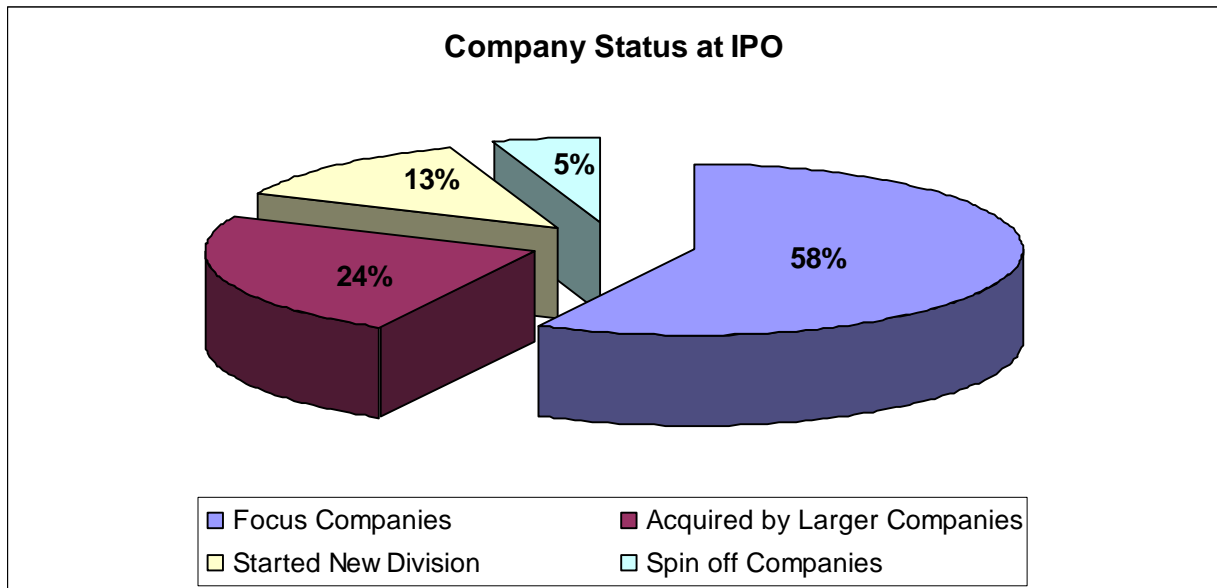
of the IPO dates in this industry are after 1990, mostly due to the popularity of the stock exchange. The older companies seemed to wait longer to go public than the newer companies. Perhaps the power of modern communications and the advent of internet trading have spurred companies to publicly trade sooner and more willingly.

Figure 22. Year Founded vs. IPO.



Another interesting statistic is the status of the company was before going public (Figure 23). This study broke it down into four categories: focus companies, companies acquired by larger corporations, firms that started new divisions and spin-off companies.

Figure 23. Company Status at IPO.



Focus companies are corporations that were launched on their own, concentrating on a specific industry either in the PMI or related to the PMI. These firms hold the largest percentage of the public companies with available IPO dates at 58%. Many of these companies began before 1980 and all but one of the focus companies was inaugurated before the year 2000.

Companies acquired by larger corporations make up 24% of the public companies with available statistical information on IPO dates. The companies acquired by larger corporations are those that were either private and became public when acquired by a public corporation or were acquired after they were already a public company. In each case, the financial data for the acquired companies are now rolled up under the new parent company; however, their identity remains intact. For instance, Military Professional Resources Incorporated (MPRI) was acquired by

L-3 Communications in 2000. They still keep their original name but as a division of L-3 Communications. It is now called MPRI, an L-3 company.

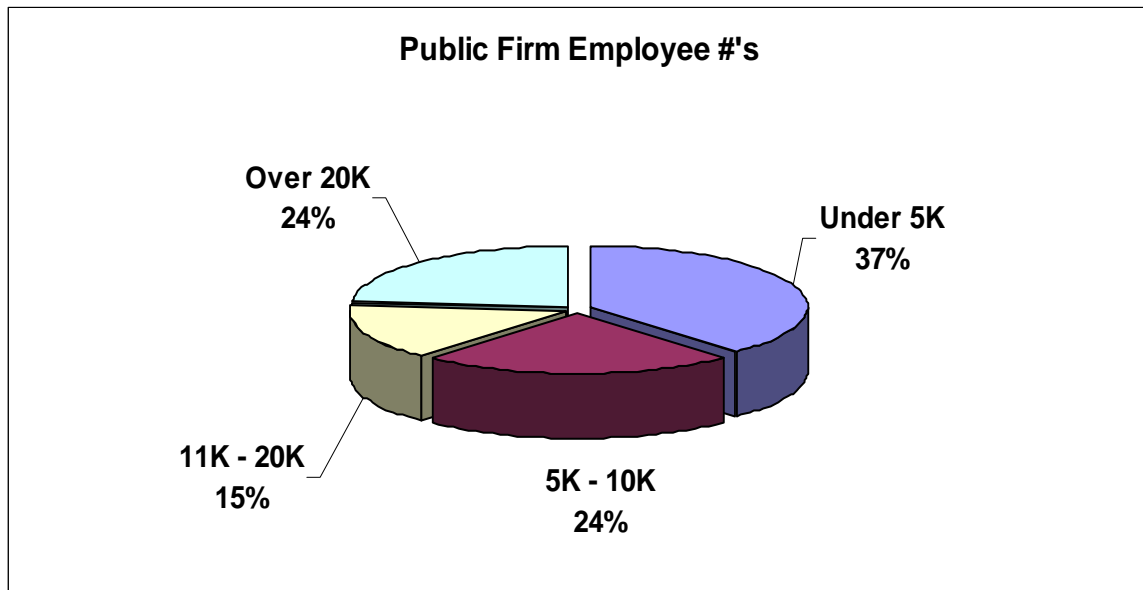
Many larger companies in different industries have developed new divisions in order to be a part of the booming PMI. In fact, 13% of the public corporations in the PMI are actually new divisions, but report their financial data within their parent companies financial statements. For example, Thompson Heath and Bond (THB) Group is primarily an insurance broker firm. THB Group reached into the PMI by creating a new division called THB Clowes, developed specifically to support PMCs and non-government organizations (NGOs) with unique insurance solutions.

Of course, just like in nearly every industry there are spin-off companies. A spin-off company is one where a portion of one company becomes their own separate entity. Perhaps the best known example in the PMI would be Kellogg Brown and Root (KBR). KBR broke away from its parent company, Halliburton, in 1998. It was expected there would be few spin-offs due to the current and future lucrative nature of the business; hence, the parent companies would want to hold onto these divisions to increase their wealth. If there were any spin-offs they would most likely have become stand-alone companies. The study revealed only five percent of the companies to be spin-offs. A logical leap from the number of spin-offs is to the dates these spin-offs occurred. Interestingly, each spin-off occurred in the 1990s, before the turn of the century when the PMI began to boom.

5. Employee Numbers

Another statistic pulled from the database on public companies in the PMI is the number of employees for each company (Figure 24). This data helps provide a general idea of the size of the public portion of the PMI as a whole and as a corporation. It turns out that the largest percentage of companies had the smallest number of employees; 37% had fewer than 5,000 employees, 24% fell into the over 20,000 employees category, another 24% was between 5,000 and 10,000 employees, and only 15% fell into the 11,000 to 20,000 employees range.

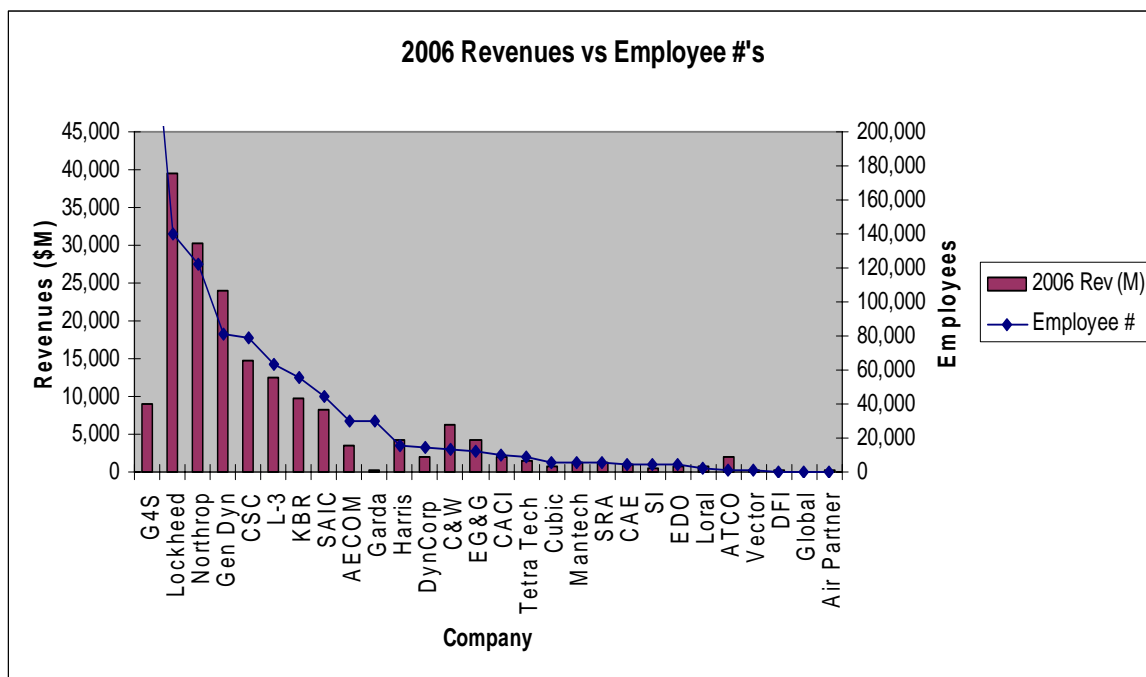
Figure 24. Public Firm Employee Numbers.



Another statistic worthy of noting is how the revenue relates to the number of employees in each firm. Figure 25 illustrates the relationship trend of the number of employees to the amount of revenues in millions of dollars. As expected, the majority of each firm's employee numbers directly correlated with the 2006 revenues suggesting the

larger the company the more business they have. A good example is Lockheed Martin who has the highest revenue at over \$39 billion and the second largest number of employees with 140,000. There were however, a few anomalies. For example, Group 4 Securicor has over 300,000 employees, yet their 2006 annual revenues ranked only seventh at \$9 billion. Conversely, Cable and Wireless has only 13,000 employees, but made \$6.1 billion in 2006.

Figure 25. 2006 Revenues vs. Employee Numbers.

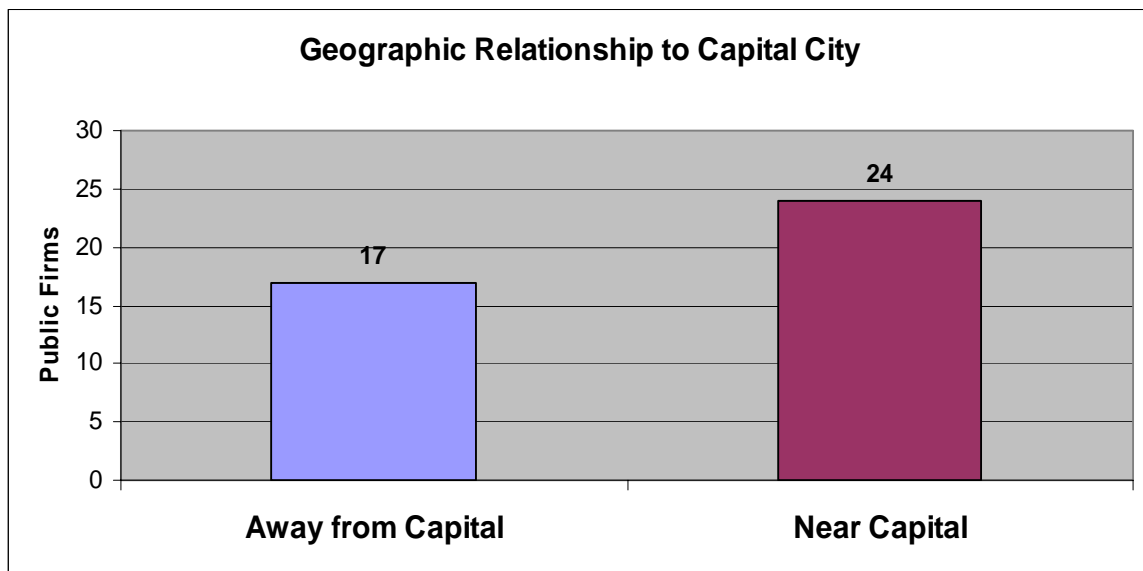


6. Geographic Location

As with the private firms in the PMI a geographical analysis was accomplished as to how close the public firms are located to their country's own capital city or a capital city in a major market, such as London or Washington DC. The intent of this metric is to demonstrate how many of the

public firms gravitate toward capital cities where government contracts are most prevalent. The assumption of this study is that the majority of the 41 public firms would have an office or HQ located near the capital cities. The results of the study were as follows (Figure 26): 24 of the 41 public companies, or 59%, have a HQ or a satellite office located within 50 miles of their nation's capital or a foreign capital in a major market.

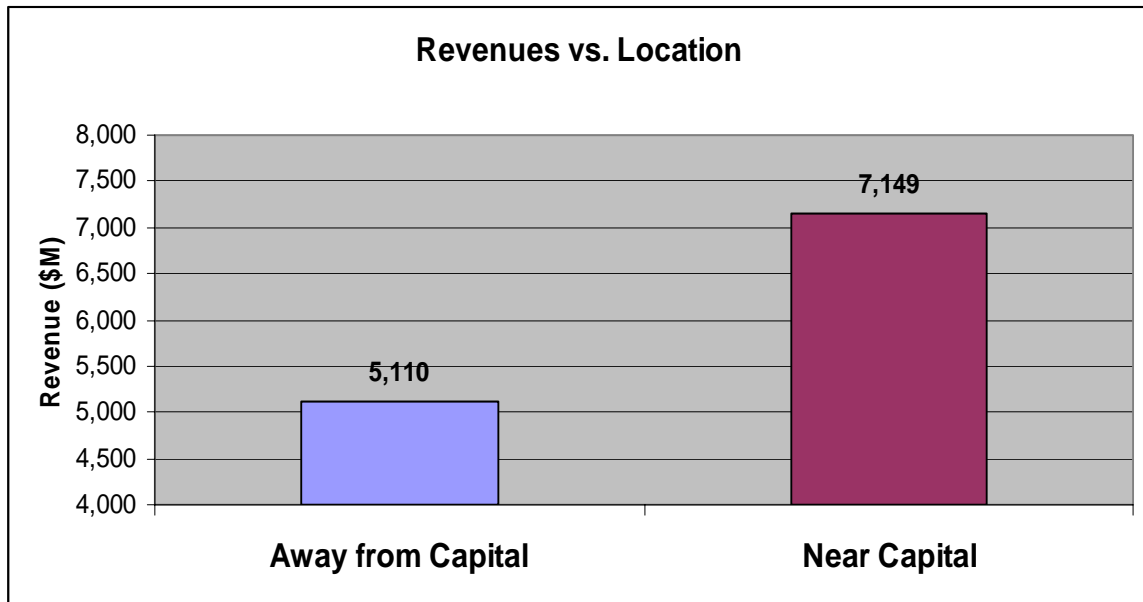
Figure 26. Geographic Relationship to Capital City.



As stated above, government commerce is rampant near national capital cities, especially in the major western markets. Logically one would surmise an increase in revenue because those firms near the capital would garner more attention and have higher accessibility to government agencies. A comparison of the 2006 revenues versus the close proximity to these select cities resulted in just that (Figure 27). In fact, in the year 2006, those corporations

in closer proximity to these select metropolitan areas had an average of \$2 billion more in annual revenues than those who did not have an office near a capital city.

Figure 27. Revenues vs. Location.



C. PUBLIC FIRMS ANALYSIS SUMMARY

Many categories of data were used to analyze and define the public sector of the PMI. The analysis of these public corporations revealed many interesting statistics; some confirmed logical assumptions and some defied them. For example, revenues, profits and profit margins were all expected to grow through time as conflicts around the world increased and western militaries continued to shrink. Revenues and profits did grow as expected and intensely escalated from 2003 through 2006. The profit margins increased as well, however, not as rapidly as revenue and

profit. In fact, the profit margin still has not caught up to the mid 1990s level, which suggests accelerated operating expenses over the past four to six years.

IPO dates are important in this study to show a trend of when companies became public over time. Nearly two thirds became public between 2000 and 2007 and over half made their IPO within 10 years. These two statistics combined suggest that an overwhelming amount of new companies entered the PMI in the past 10 years, which is shown in the overall PMI analysis portion of this study. Over half of these companies were focus companies at the time of IPO and one third were either new divisions created or smaller firms acquired by larger corporations.

The data compiled for the number of employees by company and the firms' geographic location proved to be an analysis worthy of note. The majority of the companies had less than 5,000 employees. As assumed, when the number of employees grew by company, so did their revenues. The geographical location had similar results. Slightly more than half of the firms have locations near their own nation's capital or a major western capital, where there is an abundance of government contract opportunities; even more interesting, yet logical, is the amount of revenues earned compared to the location. Close proximity to the capital cities resulted in a greater revenue of approximately \$2 billion.

Each of these statistical data points helps give investors and potential future public companies insight on the PMI, which in turn enables them to make crucial business decisions or take advantage of viable investment options.

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V. CONCLUSION

A. SUMMARY

The Private Military Industry has become very lucrative for those who wish to take advantage of the increased world conflict and the decrease in western military manpower. It is extremely important to paint a picture of the industry. This study has done so by analyzing the industry statistically and demographically, including two separate detailed analyses of the capabilities and financial data.

To understand how the PMI is structured, demographics must be compiled. Chapter II displays statistics and demographics for 585 Private Military Companies. The chapter concluded that most PMCs chose to remain private, unwilling to furnish annual statements for public review. The majority of firms were founded by prior military members in the United States after the Cold War had ended.

The capabilities these companies offer are equally as important as the demographics in describing the framework of the industry. Chapter III detailed and categorized the capabilities offered by PMCs using the classification systems of two respected authors and researchers in this field: Peter Singer and Deborah Avant. Neither classifications work in all cases, however, using both provided a conceptual framework for analysis. The study found that when both classifications are used together there are many overlapping capabilities. Additionally, as the PMI expands, firms tend to diversify to capture more of the growing market and tend to change where they operate within the battlespace.

Only 43 of the 585 companies studied are publicly traded entities. Most of the data for the public sector of the PMI is tied to revenues. PMC revenues, profits, and profit margins all increased as conflicts around the world increased and western militaries decreased in size and capability, however, the profit margin did not escalate as rapidly. The study also found the more employees a company have the larger their annual revenue. Geographically, those firms that have locations near their own nation's capital or a major western capital have considerably more revenue on an annual basis.

Each of the data points in this study, whether demographical, statistical, or financial, have painted a Military Industry picture of the Private. Researchers, investors and potential future public companies can gather insight from this study, which in turn may enable them to make critical research discoveries, crucial business decisions or take advantage of viable investment options.

B. SUGGESTIONS FOR FUTURE RESEARCH

Further research and analysis may be done in many areas. First, a study should be done on how firms have diversified and evolved given the changes in world conditions, new laws and regulations, and industry expansion. Second, an examination of the relationship between the government and market structure of a country and the number of firms in that country could be done to see if there is a correlation. Finally, further company analysis could be done to determine if the organizational structure has evolved from an entrepreneurial structure to a corporate structure.

APPENDIX A PMC AVAILABLE CONTACT INFORMATION

Name	Email	Phone	Website
3D Global Solutions	info@3dglobalsolutions.net	866 238 6761	www.3dglobalsolutions.net/
3S Security Support Solutions	3s_enquiries@sss3.co.uk	+44 (0)207 735 8197	www.sss3.co.uk/
818 Group Inc		(910) 263 0813	
A.M Gray Systems Inc			www.amgraysystems.com/
Abila Security and Investigations Inc		(719) 520-3280	www.abilasecurity.com/default.h tm
Abraxas Corporation	solutions@abraxascorp.com		www.abraxascorp.com/
ACS Defense			www.acsdefense.com
AD Consultancy	security.services@adporta.com	(0) 870 707 0074	
Advanced Tactical Concepts	kdl@advancetacticalconcepts.com	(330) 606 4160	www.advancedtacticalconcepts.co m/
Advantage SCI	info@advantagesci.com	(866) 348 9876	advantagesci.com/
AECOM		(213) 593 8000	www.aecom.com/index.jsp
Aedion (site in German)	info.fmm@aedion.com	+49 69 7422 7652	www.aedion.com/
Aegis Defence Services	info@aegisworld.com	+44 (0)20 7222 1020	www.aegisworld.com www.aegisdef-webservices.com
Aegis MEP		(614) 416 2345/(888) 542 3447	www.aegismep.com/Home/tabid/37/ Default.aspx
Agility Logistics	info@agilitylogistics.com	(965) 498 1157	www.agilitylogistics.com/
AGS	info@ags.aecom.com	(817) 698 6755	www.ags.aecom.com/About/36/89/i ndex.jsp
Air Partner	ops@airpartner.com	+44 1293 844 888	www.airpartner.com/
AirScan Inc.		(321) 631-0005	

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
AKAL Security		(505) 692 6600/(888) 325 2527	www.akalsecurity.com/
AKE Limited	services@akegroup.com	+44 (0)1432 267111	www.akegroup.com/
ALGIZ Services Ltd		0044 (845) 869 5512	algiz.eu/
Alpha A			www.alfa-m1.ru/about/about-eng.html
Alpha Point Security	admin@alphapointsecurity.com	(209) 768 9140	www.alphapointsecurity.com/
Alutiiq Security	slukin@alutiiq.com	(907) 222 9500	www.alutiiq.com/
AMA Associated Limited	info@ama-assoc.co.uk	+44 (0) 1257 231172	www.ama-assoc.co.uk
American Defense Services Inc		(504) 885 5928	www.fivestardefense.com/index.html
American International Security	info@aisc-corp.com	(617) 523 0523	www.aisc-corp.com/
American International Services Corporation (AISC)			www.aisc-online.com/corporate.html
American Iraqi Solutions Group	info@aisgiraq.com		www.aisgiraq.com/
American Manufacturers Export Group (AMEG)	ameg@ameginc.com	281-371-3882	http://www.ameginc.com/
Ammo Tech			www.ammo-tech.us/Default.aspx

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
AMTI		(757) 431 8597	www.amti.net/index.htm
Anglo-Arab Insurance Brokers		+962 (0) 6 592 4107	www.anglo-arabins.com
AOgroup-USA			www.aogroup-usa.net
AON		(312) 381 3920	http://www.aon.com/default.jsp
Applied Marine Technology Inc.		(757) 431 8597	www.amti.net/index.htm
Appollo Consulting Group, LLC		(866) 527 6556/(301) 515 8300	apollo11c.com/
Archangel	info@circon.org	(303) 215 0779	www.antiterrorconsultants.org
ArmorGroup International PLC	info@armorgroup.com	[44] (20) 7808 5800	www.armorgroup.com/
ASF Inc	ASFCorporation@ASF-OPS.com		www.asf-ops.com/
ASI Group	marketing@asigroup.com	(713) 430 7300	www.asigroup.com/aboutus-history.asp
Assured Risks Ltd		+44 (0)8707 20 30 84	www.assuredrisks.com
AT Solutions	info@a-tsolutions.com	(540) 373 9542	www.a-tsolutions.com/AT/Default.aspx
ATAC	info@archsec.com	+353 (0) 21 434 6673	www.archsec.com/index.htm
Atack Protection Group	info@atackprotection.com	(954) 415 5487	www.atackprotection.com/index.html
ATCO Frontec		(403) 245 7701	www.atcofrontec.com
Athena Innovative Solutions (formerly MZM, Inc.)		(703) 294 4375	www.athenaisinc.com

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Atlantic Intelligence		+33 1 48123456	www.atlantic-intelligence.fr/
Ausley Associates Inc	AAI@ausley.biz	(301) 863 2800	www.ausley.biz/index.htm
Avatar WorldLink, LLC		(210) 745 2517	www.avatarworldlink.com/
Aviation Development Corp		(800) 944 3011/(206) 546 3011	www.aviationdevelopment.com
Avient Ltd	info@avient.aero	+44 (0)1980 676010	http://www.avient.aero/index.htm
Ayr Aviation	info@ayrgroup.co.uk	+44 207 664 8727	www.ayraviation.co.uk/index-2.html
Babylon Gates	info@alfagates.com	+44 20 7993 4739	www.alfagates.com/babylon_gates.h tm
Baghdad Fire & Security	bfschb@verizon.net	(914) 360 5249	
Bechtel		(415) 768 1234	www.bechtel.com/default.htm
Benchmark Search Ltd	david.montgomery@benchmarksea rch.com	020 7898 9104	www.benchmarksearch.com
Beni Tal	beni_tal@netvision.net.il	972 3 6291201/972 3 6291198	www.beni-tal.co.il
Betac		(703) 824-3207	www.betac.com (bad cite)
BH Defense LLC	info@bhdefense.com	(703) 553 0561	www.bhdefense.com
Bidepa Security	securirty@bidepa.com	+40 (21) 233 12 55	http://www.bidepa.com/ehome.htm

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Black Ice Security Services	BISSinfo@blackicesecurity.com	(703) 591 4700/(888) 539 5302	www.blackicesecurity.com/index.htm
Black Oak Security			www.blackoak.pl/
Black Op's			www.black-opsprivatemilitarysolutions.com/
Blackbird Technologies, Inc			www.blackbirdtech.com/index.html
Blackheart International LLC	customerservice@bhigear.com	(304) 457 1280/(877) 244 8166	www.bhigear.com
Blackwater USA	webmaster@blackwaterusa.com	(252) 435 2488	www.blackwaterusa.com
BLP International		+971 6 557 4001	www.blpintl.com/index.php
BLP Middle East	info@blp-middle-east.org	+971 6 557 4001	blp-middle-east.org/index.php
Blue Hackle Limited	info@bluehackle.com	+44 (0) 208 237 7200	www.bluehackle.com/en-GB/Home/
Blue Sky	info@bsginternational.com	+44 (0)1722 716060	www.blueskysc.org
Booz-Allen Hamilton		(703) 902 5000	www.boozallen.com/
Bowhead Support			www.bowheadsupport.com/index.asp
Brillstein Security Group		(800) 723 3605	www.brillstein-security-group.com/flash/home.htm
Britam Defence, Ltd.	enquiry@britamdefence.com	+44 (0)20 7610 0111	www.britamdefence.com

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
BRTRC			brtrc.com/default.aspx
Bullet Catchers		(866) 285 5382	www.bulletcatchers.com/
Burns and Roe Services Corp		(201) 265 2000	www.roe.com/index.asp
C&L International	info@candlinternational.com	+44 (0)1454 610050	www.candlinternational.com
C3 Defense, Inc.			www.c3defenseinc.com/
C4i Services, LTD	info@c4iservices.com	(469) 361 1232	www.c4iservices.com/
Cable and Wireless		+44 (0)20 7315 4000	www.cw.com
CACI International		(703) 841 7800	www.caci.com
CAE Electronics	info@cae.com	(514) 341 6780	www.cae.com
CAES, LLC Overseas	ben@caes.us	(800) 452 2406/(910) 246 5195	caes.us/index.html
Caliber Systems	operations@calibersystems.com	(403) 250 6622	www.calibersystems.com/index.html
California Microwave Systems			http://www.microwavecooking.com/California_Microwave_Systems.htm
Canine Associates International			www.k9intl.com/content/corporate/news/03_18_04.html
Capstone Corp	northerninfo@capstonecorp.com	(703) 683 4220	www.capstonecorp.com/
Carnelian International Risks	enquires@carnelian-international.com	+44 1245 380 683	www.securitypark.co.uk

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Castleforce Consultancy LTD.		32 488445 8672	
Centerum Inc	hq@centurum.com	(800) 226 9393/(703) 415 9300	www.centurum.com/index.htm
Centra technologies		(781) 272 7887	www.centratechnology.com/index.cfm
Centurion Risk Assessment Services	main@centurionsafety.net	+44 (0)1637 852910/+44 (0)7785 248934	www.centurion-riskservices.co.uk www.centurionsafety.net/
Chilport Ltd	info@chilport.co.uk	+44 (0)1305 860300	www.chilport.co.uk
CI Solutions		(513) 333 7800	www.ci-solutions.net/home/index.php
Civilian Police International, LLC	john.burke@civilianpolice.com	(888) 424 8765/(703) 724 5787	www.civilianpolice.com/
Clearwater Special Projects Ltd.		+44 1743 719109	www.clearwaterprojects.com
CNS Europe Kft		(+36-1) 411 36 02	http://www.cnseurope.com/
Coalescent Technologies, Corp.		(407) 691 7610/(800) 254 8954	www.ctcorp.com/index.html
Coastal International Security Inc.	info@coastal-security.com	(703) 339 0233	www.coastal-security.com/index.cfm

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Cochise Consultancy Inc.	Cochise@qualitynet.net / cochisesix@aol.com	(813) 643 0022	www.cochiseconsult.com
COFRAS (Compagnie Francaise d'Assistance Specialisee)			www.groupepci.com/UK/UK_Frame.htm
Coin Security Group	wagemakerm@coin.co.za	(012) 665 7936	http://www.coin.co.za/homePage.html
Combat Support Associates, Ltd.	Recruiting@csakuwait.org	(965) 486 5338	www.csakuwait.com
CommuniCorp	info@communicorp.com.au	61 2 4267 2516/02 4267 2516	www.communicorp.com.au
CompanyConfidential.US		(251) 509 2186	www.companyconfidential.us/
Compliance and security advisory services, Ltd - CSAS			www.csas.co.za/
Conflict Area Management (CAM)	ops@conflictareamanagement.com	(734) 476 7384	www.conflictareamanagement.com/
Control Risks Group	james.blount@control-risks.com / criraql@control-risks.com	+ 44 20 7970 2100	www.crg.com
Corporate Security International	fayoff@csi-nc.com	(910) 483 4141	www.csi-nc.com/
Corporate Warriors			www.corporate-warriors-global.com/enter.htm

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Counter Intelligence Services		(800) 757 7393	www.counter-intelligence.com/main.php
Covenant Security	cswinfo@covenantsecurity.com	(630) 771 0800	www.covenantsecurity.com/
Coyne Consulting Group (CCG)	info@coyneconsultinggroup.com	(508) 865 8511	coyneconsultinggroup.com/
Crescent Security Group	group@crescentsecurity.com	+965 390 3184	www.crescentsecuritygroup.com/
Critical Intervention Services		(727) 461 9417/(800) 247 6055	www.cisworldservices.org
Crown Agents	enquiries@crownagents.co.uk	+44 (020) 8643 3311	www.crownagents.com/default.asp?navID=101
Crucial Genetics	info@crucialgenetics.com	0870 88 88 088	www.crucialgenetics.com
Crucial Security	Info@crucialsecurity.com	(703) 961 9456	www.crucialsecurity.com//index.php?option=com_frontpage&Itemid=1
CSC		(310) 615 0311	www.csc.com/solutions/security/
CTU ASIA		852 34 16 9888	www.ctuconsulting.com/index.php
Cubic Corporation		(858) 277 6780	www.cubic.com/index.html
Custer Battles		(401) 848 7500	www.custerbattles.com
Dalcorp Advisory Group		(703) 723-8530	http://www.dalcorp.com/
DB&V Partners	dbaty@dbandvpartners.com	(410) 274 7598	dbandvpartners.com/index.html
Decision Strategies (part of Vance Global)		(703) 592 1400	www.decision-strategies.com

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Défense Conseil International (DCI)			www.groupepci.com/UK/UK_Frame.htm
Defense Security Training Service Corporation (Defensecurity)	info@defensesecurity.com	00 507 6920594	www.defensecurity.com/
Defense Support Services (DS2)	information@ds2.com	(856) 439 3000	www.ds2.com/index.htm
Defion Internacional,		+ 511 578 0737	www.defion.net/
Dehdari General Trading & Contracting Est.	deh@dehglobal.com	(00965) 2409111	www.dehglobal.com
Demining enterprises international ltd	info@idemining.org	+ 27 12 660 3563	www.idemining.org/about.html
DFI International (now DeticaDFI)		(202) 452 6900	www.dfi-intl.com
DFS Logistics	info@dfslogistics.com	(410) 263 6422	www.dfslogistics.com/default.aspx?id=1
Diligence Middle East	DME@diligencellc.com	(202) 659 6210	www.diligencellc.com
Diligence, LLC	washdc@diligencellc.com	(202) 719 1700	www.diligencellc.com
Double Eagle Management Company	demc@double-eagle-mc.com	(317) 663 0787	www.double-eagle-mc.com/main.htm
Drum Cussac	info@drum-cussac.com		www.drum-cussac.com
DS Vance Iraq (Part of Vance Global)		+44 (0)207 734 5361	www.decision-strategies.com/
DynCorp	dyncorp@dyncorp.com	(817) 302 1469	www.dyn-intl.com/
Dynsec Group AB	hq@dynsecgroup.com	+46 18 34 60 44	www.dynsecgroup.com/dynsecgroup_20070904_2.swf

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
E.G. & G. Services	egginc@urscorp.com	(301) 258 6554	www.egginc.com
Eagle Group International		(404) 766 6760	www.eaglegroupint.com/
Echota Technologies Corp.	jfish@echotatech.com	(865) 273 1270	echotatech.com/default.htm
Edinburgh International	uk@edinburghint.com	+44 (0)20 7198 8314	www.edinburghint.com/home/
EDO Corporation			www.edocorp.com/index.html
EFFACT			www.effact.i110.de/home.htm (site under construction)
EMERG International			www.emerginternational.com/index.html
Environmental Chemical Corp		(650) 347 1555	www.ecc.net/index.asp
EODT Technology, Inc.		(865) 988 6063	www.eodt.com
Erinys International Ltd.	uk@erinyinternational.com	+44 (0)20 7499 4900	www.erinyinternational.com
Erinys Iraq Limited	opsbaghdad@erinyinternational.com	+873763692 882	www.erinyinternational.com
EUBSA		(800) 723 3605	www.eubsa.com/flash/service.htm
EuroCorps		+33 (0)388 43 20 03	http://www.eurocorps.org/
Evergreen International Aviation		(503) 472 9361	www.evergreenaviation.com/edss/index.html

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Excalibre	info@excalibreservices.com		www.uktactical.com/acatalog/Excalibre.html
Executive Defense Tactics	Info@ExecutiveDefensiveTactics.com	(412) 471-5770	http://www.executivedefensivetactics.com/corporate.htm
Executive Research Associates	info@erassociates.co.za	+27 011 252 4600	http://www.erassociates.co.za/default.htm
Executive Security International			www.esi-lifeforce.com
Executive Solutions International		(401) 419 6952	www.executivesolutionsint.com/main/index.php?option=com_content&task=view&id=58&Itemid=113
Expedition Kit	tim@expeditionkit.com	+44 79 7078 2929	expeditionkit.webeden.co.uk/
Falcon Group of Companies			www.falconiraq.com/about_us.html
FAM International Logistics Inc.		(954) 316 0070/(888) 326 0070	www.faminternational.com/
Flagship Training Ltd	enquiries@flagshiptraining.co.uk	+44 (0) 23 9233 9000	http://www.flagshiptraining.co.uk
Fluor Corporation		(469) 398-7000	http://www.fluor.com/default.aspx
Fulcrum International Group	info@fulcruminternationalgroup.com	(646) 419 4027	www.fulcruminternationalgroup.com/
Future Technologies Inc	corporate@ftechi.com	(703) 278 0199	www.ftechi.com/index.html

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Fynwest Party Ltd			nebuchadnezzarwoollyd.blogspot.com/2007/06/on-waterfront-battle-for-patrick.html
G&H International Services, Inc.	info@ghglobalservices.com	(202) 496 1630	www.ghglobalservices.com/index.htm
Garda World Security Corporation		(514) 937 7487	www.gardaglobal.com/
Ge2b Seguridad Internacional	info@ge2b.com		www.ge2b.com/index.php
Gemini Industries Inc.	corporate@gemini-ind.biz	(978) 663 2260	www.gemini-ind.biz/index.html
General Dynamics Information Technology		(703) 246 0200/(888) 483 0022	www.anteon.com/index.aspx
Genric, Ltd.	security@genric.co.uk		www.genric.co.uk/
GEOS Group	info@geos.tm.fr	+33 1 46 12 04 04	http://en.geos.tm.fr/index.php?option=content&task=view&id=13
Global Development Four			www.primetimecrime.com/Recent/War%20on%20terror/Private%20Military%20Companies.htm
Global Interpretations, Inc.			www.globalinterpretations.com/
Global Marine Security Systems Company			www.hartsecurity.com/
Global Options, Inc.	info@globaloptionsgroup.com	(212) 445 6262	www.globaloptionsgroup.com/default.htm

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Global Risk Awareness	grasp@globalriskawareness.com		http://www.globalriskawareness.com/contact.htm
Global Risk Holdings	abell@globerisk.com	(416) 368 4118	www.globerisk.com/profile.php
Global Risk Strategies	ops@globalrsl.com	+44 (20) 7491 7492	www.globalrsl.com
Global Security Alliance	info@global-security-alliance.com		www.global-security-alliance.com/gsa/about
Global Security International		(212) 207 3100	gsi.nyws.com/About.htm
Global Strategies Group	info.uk@globalgroup.com	+44 20 7766 7200	www.globalgroup.com/wmspage.cfm?param1=39
Global Studies Group Ltd.		(210) 602 4089	www.gsgltd.com/
Global Training Solutions	central@globaltrainingsolutions.co.uk	+44 191 230 8077	www.globaltrainingsolutions.co.uk/holding/
Global Viz Services		011-9647902250195	www.globalvizservices.com/index.html
Golan Group			www.golangroup.com/
Gold Coast Helicopters	wtresky@gchservicesllc.com	(623) 935 5233/(877) 935 3388	www.goldcoasthelicopters.com/
Gormly	bgormly@gormlyintl.com		www.gormlyintl.com
Gray Hawk Systems, Inc		(703) 575 2320	www.mantech.com/grayhawk/
Gray Security			www.g4s.com/home/about/history/history-1950-2000.htm

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Greystone, Ltd.	info@greystone-ltd.com		www.greystone-ltd.com/about.html
Group 4 Falck A/S	reg.office@group4falckmesea.com	(91) 124-2398888	www.group4falck.com
Group 4 Securicor	enquiries@g4s.com	+44 (0) 20 8770 7000	www.g4s.com/home.htm
Groupe Earthwind (EHC)	info@groupe-ehc.com	(302) 309 9154	www.groupe-ehc.com/
Guardian Global Security	info@guardiangs.com	+44 (0)20 8673 4300	www.guardiangs.com
Guardsmark		(212) 765-8226	http://www.guardsmark.com/index.asp
Halliburton			www.halliburton.com
Harris Corporation		(321) 727 9207	www.harris.com/
Hart Group Ltd		+44 (0) 207 751 0771	www.hartsecurity.com/
Hashmira	eyal@hashmira.com	03-6899292	http://www.hashmira.com/pages/companies.asp
Henderson Risk, Ltd.	info@hendersonrisk.com	+44 (0)1225 470099	www.hrlgroup.org/hrl/english/mainframes.html
High Desert Special Operations Center		(775) 945 9898	hdsoc.com/index.php
Hill and Associates	info@hill-assoc.com	(852) 2802 2123	www.hill-assoc.com/web/Portal?xml=home
Homeland Security Corporation			www.about-hsc.com/
Hostile Control Tactics			www.hctactics.com/
HSS International	info@hssinternational.com	(909) 336 4450	www.hssinternational.com/

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Ibex Air Ltd		01189-454895	www.ibexaircharter.com (bad website)
Ibis Tek	sales@ibistek.com	(724) 586-6005	http://www.ibistek.com/
ICP Group, Ltd.	iraq@icpgroup.ltd.uk	+44 (0) 207 591 4411	www.icpgroup.ltd.uk/
I-Defense Labs		(703) 948 4040	www.idefense.com
Inkerman Group	enquiries@inkerman.com	+44 (0) 1233 646940	inkerman.com/
Integro	info@integrogroup.com	(212) 295 8000	www.integrogroup.com
Intercon Security		(416) 229 6811/(866) 312 8960	www.interconsecurity.com/
Interlog		(612) 789 3456	www.interlogusa.com/index.asp
International Charter Incorporated of Oregon	info@icioregon.com	(503) 623 4426	www.icioregon.com/index.htm
International Intelligence Limited	info@int-int.co.uk	+44 (0)1453791444	www.int-int.co.uk/index.htm
International Program Group Inc (IPG)	email@ipgworld.com	(760) 392 4300	www.ipgworld.com/index1.html
International Resources Group	info@irgltd.com	(202) 289-0100	http://www.irgltd.com/
International Security & Defense Management (ISDM) LLC	info@isdmlc.com	(407) 529 5958	www.isdmlc.com/index.html
International Security and Defense Systems	info@isds.info	1 214 369 5151	http://www.isds.info/
International Security Instructors	office@isi-team.com	(201) 310 6707	www.isi-team.com/main.html

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
International Security Solutions			www.isscconsulting.com/
International SOS			www.internationalsos.com/company
International Tactical Officers Training Association	info@itota.net	(812) 878 7928	www.itota.net/index.html
Investment Surveys		+27 (12) 661-2630	www.isurveys.co.za/
ISEC Corporate Security, Ltd.		00 44 (0) 1295 817 616	
ISI Security			www.isiiraq.com/
Jacobs Technology	marketing@usog.jacobs.com	(813) 282 3500/(800) 274 5652	www.usog.jacobs.com/
Janusian Security Risk Management Ltd.	general@janusian.net	+44 (0) 20 7578 0009	www.janusian.com/
JTM Training Group	jim@jtmlasvegas.com	(702) 759 5075	www.jtmlasvegas.com/index.php
Kellogg Brown and Root			www.kbr.com/default.aspx
KK Group	kknairobi@kksecurity.com	254 2 4445090	http://www.kksecurity.com/ProdServ_ug.htm
Kroll, Inc.		(212) 593 1000	www.kroll.com/
L-3 Communications		(212) 697 1111	www.l-3com.com/
Landmine Sourcing, LLC.[2]			www.landminesourcing.com/
Lincoln Group		(202) 470 2211	www.lincolngroup.com/

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Lockhead Martin			www.lockheedmartin.com/index.html
Logistics 2020		(804) 748 0042	www.logistics2020.com/default.asp
Loral		(212) 697 1105	www.loral.com/
Magnum Shield Security Management and Training Corporation		(011) 555 4949	http://www.magnumshield.co.za/default.asp?topLevel=1&load=contentFCK&ipkCategoryID=640
Mantech International Corp		(801) 693 2600	www.mtctrains.com/
March Security			www.marchsecurity.com
Marine Risk Management		0121 767 1370	www.marineriskmanagementuk.com/
Maritime Asset Security and Training (MAST) Ltd	admin@mast-online.co.uk	+44 (0)1279 669 480	www.mast-yacht.co.uk
Max Secuirty	info@max-security.com	+972 (0)3 619-6297	www.max-security.com/
McMunn Associates, Inc.		(703) 481 6100	www.mcmunn-associates.com/index.htm
Medical Support Solutions, Ltd.		+44 (0) 23 8081 2700	www.medsupportsolutions.com/index.html
Meteoric Tactical Solutions	Juanitavr@bestmed.co.za	27 12 651 3402	
Meyer and Associates	gdesmith@meyerglobalforce.com	(817) 426 1199	www.meyerglobalforce.com/index.html
Mideast Security	admin@mideast.co.za	(011) 314 1192	www.mideast.co.za/

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Military Professional Resources Inc.	info@mpri.1-3com.com	(703) 684 0853	www.mpri.com/main/about.html
Minetech International	max.dyck@minetech.co.uk	+44 1594 545135	www.minetech.co.uk/
Minimal Risk Ltd		+ 44 1432 360643	www.minimalrisk.co.uk
Mobius Security Group		(954) 567-4700	http://www.mobiusgroup.us/
Motorola JV (AIEE)		+ (965) 484 6140	www.motorolajv.com/
Mushriqui Consulting	info@mushriquiconsulting.com	(800) 567 2821/(484) 452 6523	www.mushriquiconsulting.com/
MVM, Inc.		(703) 790 3138	www.mvminc.com/
Nastec International	safety@nastec.com	(818) 222 0322	www.nastec.com/security_services.html
National Shield Security (NSS)			www.nssiraq.com/
NAVFCO			www.groupedci.com/UK/UK_Frame.htm
Neareast Security	info@ner.cc	(312) 423 6777/+964 (7901) 919 034	www.neareastresources.com/index.h tm
NEK Advance Sec. Gp.		(505) 888 0700	www.nekasg.com/default.aspx
New Bridge Strategies LLC			www.newbridgestrategies.com
New Korea Total Service	ymlee@nkts.co.kr	+82 2 566- 5353	

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Northbridge Services Group, Ltd.		+44 (0)2076 812725	www.northbridgeservices.com/index.htm
Northrop Grumman		(310) 553 6262	www.northropgrumman.com/
Nour USA Ltd	info@nourusa.com	(703) 448 3777	nourusa.com/sectors.html
NSR (Nauthiz Strategic Resources)	info@nauthiz.co.uk	+ [27] (0) 72 775 8255	
NTI	info@nutechinc.co.za	+27 (0)21 945-4048	www.nutechinc.co.za/
OAM Group	oam@oam-group.com		www.oam-group.com/
Oberon Associates, Inc		(703) 365 8801	www.oberonassociates.com/
Objective Resources International	info@objectiveresource.org		www.objectiveresource.org/
O'Gara Group		(513) 333 7800	www.ogaragroup.com/
Olive Group		+44 (20) 7201 5560	www.olivegroup.com/index.htm
Omega Group			www.omegagroup.org/
Omega Risk Solutions	alex_dewitt@omegasol.com	+44 207 557 7770	www.omegasol.com/
Omega Security Solutions	owner@warfare.ru	+380(95)396-5454	omega.warfare.ru/
Omega Services			www.omegasec.net/index.php
OMNI PLEX World Service Corp	corpinquiries@omniplex.com	(703) 652 3100	www.omniplex.com
Operational Corporate Training		(757) 890-1125	www.operationcorporatetraining.com

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Operational Risk Management Consulting	riskmentor@gmail.com	+813 4550 1629/+81 080 3023 8505	www.opriskman.com/contactus.html
Operational Support and Services (OSS, aka REEP)		(910) 425 4900	www.useoss.com/
Optimal Solution Services	optimall@optusnet.com.au	+61 (2) 97555840	
Oriel Solutions Ltd	info@orielsolutions.com	+44 (0)20 7924 5809	www.orielsolutions.com
Orion Management		(301) 699 9010	www.orionmngt.com/about.asp
Orsen - Hunter	info@osen-hunter.com	(540) 948 9092	www.osen-hunter.com/index.php
O'Shea Emergency Response Services & Inventories	oshea4@mindspring.com	(800) 669 0903/(816) 531 1177	www.osheaemergency.com/
OSSI-Safenet			ossisafenet.com/
Overwatch Protection Solutions International	info@ops-int.com	(734) 418 8778/(800) 818 1019	www.ops-int.com/
Pacific Architects and Engineers, Inc.			www.paechl.com/#
PAE Group World Wide			www.paegroup.com
Page Protective Services Ltd	info@pageassociates.net	+44 0208 9988777	www.pageassociates.net
Paladin Risk Assessment International/Paladin Intelligence and Information		(800) 723 3605	www.paladin-risk.de/dienste/ www.intel.paladin-risk.com/about.htm

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Para Consulting		(301) 371 8130	www.parraconsultinginc.com/pages/1/index.htm
Paratus Security		(406) 250 2968	www.paratusiraq.com/
Parsons Corporation		(626) 440-2000	http://www.parsons.com/
Pathfinder Security Services	info@pathfinder-security.com	(307) 203 9627	www.pathfinder-security.com/about.htm
Patriot Performance Materials		(919) 776 6659	patriotmaterials.com/
Peak Combined Services	info@peakcloseprotectionservices.co.uk	0161 351 0287	http://www.peakcombinedservices.co.uk/index.html
Peters & May	enquiries@petersandmay.com	+44 2380 480480	www.petersandmay.com
Phoenix Consulting Group, Inc.		(703) 960 7700	www.intellpros.com/
Pilgrims Group	security@pilgrimgroup.com	0870 757 0180	www.pilgrimgroup.co.uk/
Pinkertons		(973) 397 2208/(800) 724 1616	www.ci-pinkerton.com/
Pistris, Inc.		(617) 848 0485	www.pistris.com/
Praesidia Defence	praedefence@aol.com	0049 8102 99 80 88	www.praesidia.de/
Presidium International Corporation		3474015147	
Professional Solutions	contactus@prosoll.com	(703) 823 2696	www.prosoll.com/
Prometheus Medical Ltd		01432 276611	www.prometheusmed.com
Protection Strategies Inc.	info@protectionsi.com	(703) 553 0561	www.protectionsi.com/index2.html

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
PSD Training	uk@psd-training.com	+44 (0) 845 056 3992	www.psd-training.com/
PSI International		(703) 553 0562	www.psiillc.com/index.html
PWC Logistics		+965 809222	www.pwclogistics.com/
Quick Service LLC	info@quickservicesllc.com	(703) 491 1790	www.quickservicesllc.com/
RamOPS Risk Management Group	globalservices@ramops.com	(919) 740 4597	
Rapport Research		44 171 355 5020	
Raytheon		(781) 522-3000	http://www.raytheon.com/
RDR	info@rdr.com	(703) 266 4000	www.rdr.com/index.html
Reed, Inc.		(571) 209 5222	www.reedinc.com/
RESALLC International Limited	info@resallc.com	+44 845 867 5023	www.resallc.com/
Research Analysis and Maintenance, Inc.		(915) 592 7047	www.ramincorp.com/
Research Planning Inc	info@researchplanning.com	(803) 256 7322/(803) 256 7325	www.researchplanning.com/index.html
Risk Advisory Group	general@riskadvisory.net	+44 (0) 20 7578 0000	http://www.riskadvisory.net
RMC Inc.	webmaster@rmcweb.com	(877) 921 8043/(301) 862 7501	www.rmcweb.com/
Rocky Mountain Group of Companies, Inc.			www.rockymountaingroup.com/
Ronco		(202) 785 2791	www.roncoconsulting.com/index.html

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Ronin Protective Services	tim.smith@ronin.co.za	+27 (0) 82 651 9225	http://www.ronin.co.za/Main_Frames_page.htm
Ronin Worldwide Executive Protection, LLC	director@roninworldwide.com	(734) 502 1884	www.roninworldwide.com/
Rubicon International Services, Ltd.		+44 (0)20 8874 0055	
Ruchman and Associates, Inc			www.ruchman.com/main.htm
SA Bias Group		27 21 794 4966	http://www.sabias.co.za/index.htm
Sabre international Security	bd@securitybysabre.com	+44 161 868 8179	www.securitybysabre.com/
Safe Security	office@safesecurityltd.com	+420 220 997 755	www.safesecurityltd.com/
Safenet Security services			www.safenetsecurityservices.com/
SAIC (Science Applications International Corporation)		(858) 826 6000	www.saic.com
Sal Risk Group		+44 (0)1202 300035/+44 (0)7813 933068	salriskgroup.com/
Saladin Security	salsec@saladin-security.com	+44 (0)20 7376 2655	www.saladin-security.com
Sally Port	sgh@sallyportglobal.com	(617) 585 2503	www.sallyportglobal.com/
Samson International		(918) 591-1791	http://www.samson.com/
Sandline International			www.sandline.com/company/index.html

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Santa Fe Protective Services		(505) 244 8778	www.santafeps.com/home/index.asp
Sayeret Group, Inc	sayeretgroup@yahoo.com	(775) 690 3000	http://sayeretgroup.org/index.html
SCG International Risk	info@scgonline.net		www.scgonline.net/home.htm
Science & Engineering Services, Inc.		(443) 539 0139	www.ses-i.com/
SDS International Risk Consulting			www.sdsint.com/
SeaSecure		(954) 567-4700	http://www.seasecure.com/
Secure Source Inc. International Security	ssi@securesource.com	(703) 548-5935	http://www.securesource.com/ssi/
Securiforce			www.securiforce.com/
Securitas		+46 8 657 74 00	http://www.securitas.com/en/
Security Applications Systems International LLC	biddlesasi@aol.com	(317) 841 3303	
Security Forces Inc	sfi@security-forces.com	(800) 768 5151	www.security-forces.com/
Security Management Resources, Inc		(540) 428 2020	www.smrgroup.org/about.htm
Select Armor, Inc.	corporate@selectarmor.com	(540) 253 5138	www.selectarmor.com/index.html
Sentinel	info@sentineladvisorygroup.com	(877) 247 6906	www.sentineladvisorygroup.com/index.asp

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Setracon Inc.	setracon@setracon.com	(253) 538 9848	www.setracon.com/
Seven Pillars			www.7pillars.com
Sharp End International	info@sharpendinternational.com		www.sharpendinternational.com/
SI International	Info@si-intl.com	(703) 234 7000	www.si-intl.com/Default.aspx?Page=Home
Sigma International Holdings Inc		(941) 698 4010	www.globalsigma.com/
Silver Back 7		(877) 772 1272/(703) 490 9009	www.silverback7.com/index.html
Silver Shadow	silver@silver-shadow.com	03-6326666	silvershadow.pionet.com
SkyLink USA	info@skylink-usa.net	(703) 318 4000	www.skylink-usa.net/
SMI Global		(703) 547 4165	www.smigms.com/index.php
Smith Brandon International	info@smithbrandon.com	(202) 887 9363	www.smithbrandon.com/default.aspx
SOCOPEX	info@secopex.com	+ 33 (0) 4.68.25.55.81	www.secopex.com/
SOC-SMG, Inc. (Special Operations Consulting-Security Management Group)	janke@mindspring.com	(925) 934 1400/(877) 883 4507	www.soc-smg.com
Sofremi			http://www.sofema-groupe.com/contacts/contacts-1
SOS International Ltd.		(212) 742 2410	www.sosltd.com/
Southern Cross Security (SCS)			www.southerncross-security.com

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Spartan Consulting Group		(310) 930 6335	www.spartanconsultinggroup.com/
Spartan Security		(212) 251 7888	www.spartansecurityservices.com/Page.html
Spearhead Ltd			www.goldmood.com/cosmos2/h/SPHE.PK.html
Special Communications, LLC.		(757) 412 1001	www.specommllc.com/
Special Ops Associates (SOA)		(954) 426 9377	www.specialopsassociates.com
Special Response Corporation		(410) 785 1212	www.specialresponse.com/
Specialist Resource Service Ltd	admin@srs.uk.net	020 7870 8264	www.srs.uk.net
SRA International Inc.		(703) 803 1500	www.sra.com/
SSSI Afghanistan			http://www.reliefweb.int/rw/rwt.nsf/db900SID/OCHA-6SBJ8Q/\$File/red_zone_briefing06.doc.pdf?OpenElement
Steel Curtain Security			www.steelcurtainsecurity.com/
Steele Foundation	info@wwsteele.com	(415) 781 4300	www.steelefoundation.com/
STG Inc.		(703) 691 2480	www.stginc.com/
Stratacon Inc		(866) 202 7200	www.strataconinc.com/
Strategic Communication Laboratories	opcentre@scl.cc	020 7930 3500	www.scl.cc/home.php

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Strategic Consulting International	bspringer@scigis.com	(405) 641 6136	www.sci2000.ws www.scigis.com/aspx/default.aspx
Strategic Security Solutions International (UK)			www.strategicssi.com
Strategic Security Solutions International Ltd		+62 (0) 21 9136469	www.wg-plc.com/international/agents/Indonesia/index.html
Sukhoi			www.sukhoi.org/eng/home.htm
Sumer International Security	contact@thesandigroup.com	(312) 869 7369	
SYColeman Business Operations		(703) 769 1418	www.sycoleman.com/
System Planning Corporation		(703) 351 8200	www.sysplan.com/
Sytex, Inc.			sytexinc.com/
Tactical Response Services	Info@TacticalResponse.com	(731) 676 2041	www.tacticalresponse.com/courses/contractorep.php
Tactical Solutions International, Inc.		(307) 486 2248	www.tacticalsolutionsintl.com/
Tapestry Solutions, Inc		(858) 503 1990	www.tapestrysolutions.com/
TASK International		+44 (0) 207 5895338	www.task-int.com
Tate, Inc.	corporate@tate-inc.com		www.tate-inc.com/

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Taylor Group		(800) 898 0436	www.taylorgroup.net/
Team Fusion	admin@teamfusion.com		www.teamfusion.com
Team Savant Ltd			www.teamsavant.co.uk
Tetra Tech	info@tetrattech.com	(626) 470 2332	www.tetrattech.com/portal/site/TetraTech/
THB Clowes	tellis@thbgroup.com	+44 (0)20 7469 0204	http://www.tlclowes.com/output/page151.asp
The Surveillance Group	info@thesurveillancegroup.com	01432- 276100/371754	http://www.surveillance-international.co.uk/index.htm
Threat Management Group		(888) 514 0494	www.threatgroup.com/home
THULE Global Security International		0044 171 544 6806	
Titan Corporation		(703) 434 4000	www.titan.com/home.html
Toifor		(+36 1) 302 8878	www.toifor.com/
Top Cat Marine Security	info@topcatmarinesecurity.com	(212) 714 6056	www.topcatmarinesecurity.com/
Top Secure	info@top-secure.com	+972 50 6804603	http://www.top-secure.com/?pId=2
TOR International	enquiries@torinternational.com	+44 (0) 1932 879 879	www.torinternational.com
Total Defense Logistics			www.tdlogistics.net/
Total Intelligence Solutions, LLC			www.totalintel.com/
Total Security Services International Inc.	info@TotalSecurity.US	(703) 294-4100	www.totalsecurity.us/

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Track 24			www.track24.co.uk/publisher/homepage/?T24SESSIONID=79e5ca5ae83331599845289d3ade764b&i/1/
Tracor Inc		(512) 926 2800	
Transquest Federal Systems Group	defense@transquest.com	(800) 239 9494	transquest.com/
Trident			www.trident-security.com/
Trident Concepts		(928) 925 7038	www.tridentconcepts.com/index.aspx
Trigon	info@trigon-consultancy.com	0208 4085224	www.trigon-consultancy.com
TRIGON International, Inc	Info@trigoninternational.com	(212) 371 9470	www.trigoninternational.com/info.htm
Trinity Technology Group		(703) 345 1660	www.trinitytechnologygroup.com/
Triple Canopy Inc.		(703) 673 5000	www.triplecanopy.com/triplecanopy/en/home/
Trojan Securities International		(479) 442 7210	www.trojansecurities.com/
TRW			www.trw.com/systems_it/defense.html
TSGIUSA		(800) 820 4028	www.tsgiusa.com/
TWD Associates	Hq@twd.com	(703) 820 9777	http://www.twd.com/
Tyonek Fabrication Corporation		(256) 258 6200	www.tyonekfabrication.com/contact.htm

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
Unity Resources Group		+97142955772	www.unityresourcesgroup.com/
Universal Guardian Services Group			http://www.universalguardian.co.uk/index.asp
UPES		+91 135 2261090	www.upes.org/default_eng.asp
US Investigations Services		(703) 448 0178	www.usis.com
USA Enviromental		(813) 884 5722/(813) 343 6400	http://usa-environmental.com
USA Environmental Inc.		(813) 884 5722	http://www.usatampa.com/
USATREX International Inc		(703) 448 0178	
V2-group		+66 (0)2 921 11 75	www.v2-group.org/
Vance International		(703) 592 1400	www.vancesglobal.com
Vector Aerospace	investorinfo@vectoraerospace.ca	(416) 925 1143	www.vectoraerospace.com
Veritas Trainers International			veritas-trainers.com/
Vigilante			www.vigilante.com
Viking Alliance		(910) 864 2223	
Vinnell Brown and Root (VBR)	human.resources@vbr-turkey.com		www.vbr-turkey.com/mainpages/index.htm
Vinnell Corporation			www.vinnell.com/
VIP Investigations & Protective Services Inc.		(214) 210 2985	www.usfind.com/ www.findcriminalrecords.com/main.htm

APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)

Name	Email	Phone	Website
VT Communications	vtgroup@vtplc.com	(023) 8083 9001	www.vtplc.com/
Wackenhut	gkinoshita@wsihq.com	(561) 472 3682	www.wsihq.com/
Wade-Boyd and Associates LLC		(563) 238 3008	
Wamar International		(805) 526 2480	www.cwamar.com/
Westminster Group Plc		+44 (0)1295 756300	www.wg-plc.com/
Wexford Group Intl.		(703) 852 5400	thewexfordgroup.com/index.html
Whitestone Group	jclark@whitestonegroup.us	(614) 501 7007	www.whitestonegroup.us/index.htm
Worldwide Language Resource, Inc		(910) 483 2881	www.wwlr.com
Worldwide Security		(214) 352-9996	http://home.flash.net/~wssc/
WVC3 Group, Inc.			www.wvc3.com/
X-Feds, Inc.		(619) 222 4600	x-feds.com/
Zapata Engineering		(888) 529 7243	www.zapeng.com/Home.aspx

APPENDIX B PMC LOCATIONS-WORLDWIDE

PMC Headquarter Locations

Worldwide



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APPENDIX C PMC LOCATIONS-EUROPE

PMC Headquarter Locations

Europe



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APPENDIX D PMC LOCATION-UNITED STATES

PMC Headquarter Locations

United States



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